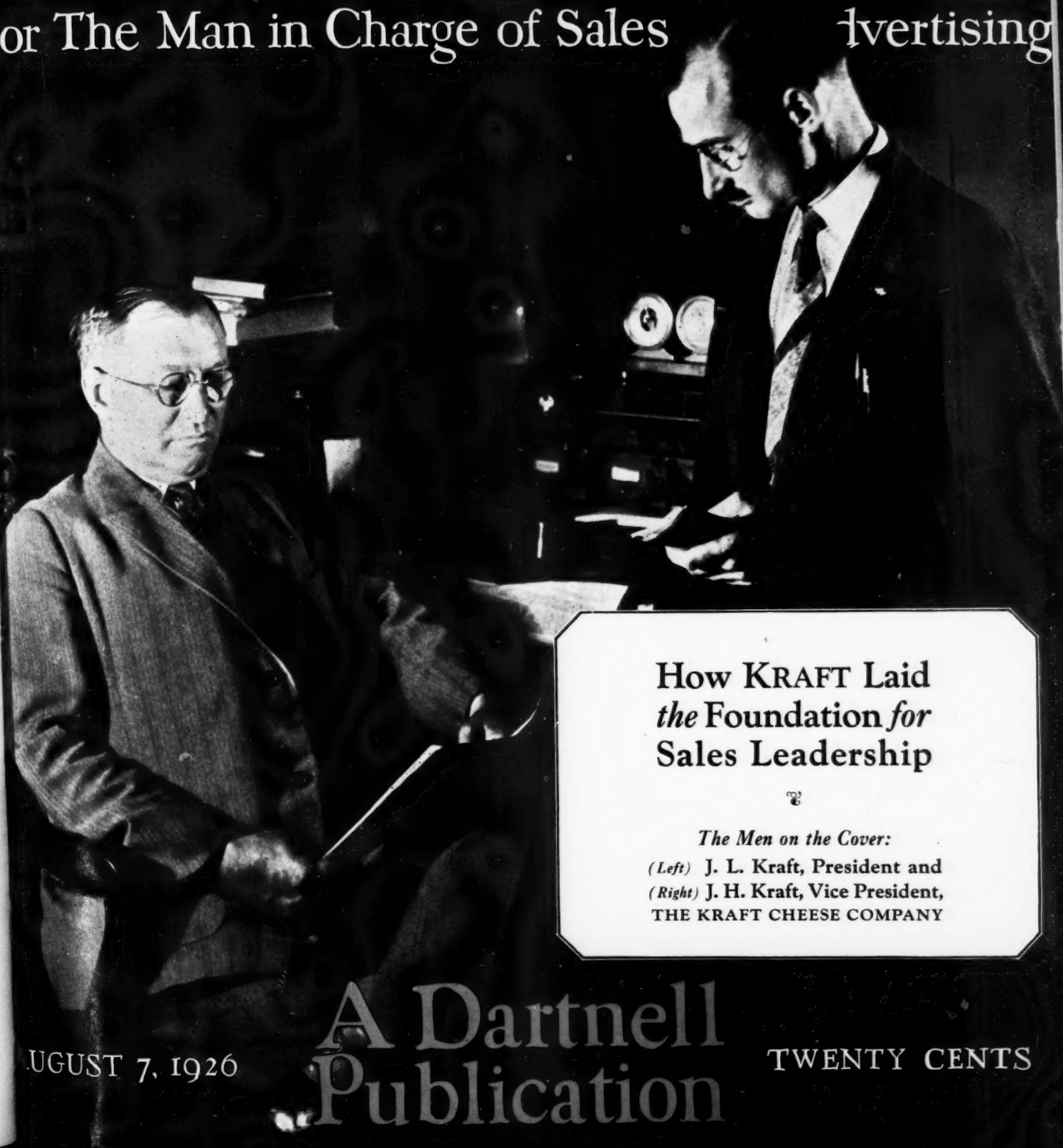


Sales Management

For The Man in Charge of Sales Advertising



How KRAFT Laid
the Foundation for
Sales Leadership



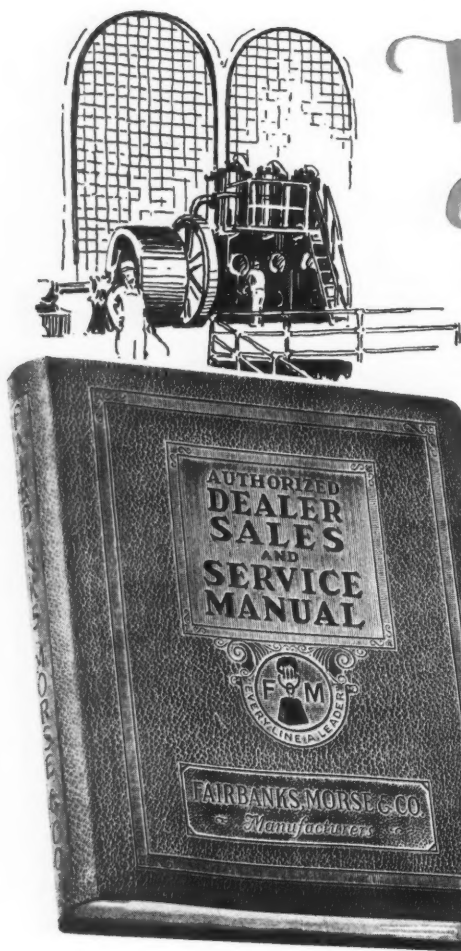
The Men on the Cover:

(Left) J. L. Kraft, President and
(Right) J. H. Kraft, Vice President,
THE KRAFT CHEESE COMPANY

AUGUST 7, 1926

A Dartnell
Publication

TWENTY CENTS



What Becomes of Your Catalog?

[You'd Be Surprised]

IF YOU could see what happens to your catalog—you'd get the surprise of your life. Salesmen and dealers use it intensively, or not at all. Your salesmen will use the kind that makes selling easy—and your dealers the kind that makes ordering simple. That's the loose-leaf catalog—the kind that just naturally increases profits for everyone concerned.

Heinn Loose-Leaf Catalog Binders contain all your important, accurate, up-to-the-minute trade information that will enable your salesmen and dealers to build up business. Anything but a practical, loose-leaf system throws them wide-open to keen competition.

No matter what your catalog needs may be, you can profitably use Heinn Loose-Leaf Catalog Binders. Made in all sizes, styles, and bindings. Ask for complete information without obligation. Write today.

Then consider the economy of Heinn Catalog Binders, serving as they do year-after-year. Besides, they are strong, compact, and operated in a jiffy. Beautiful in appearance, they provide lasting impressions of worthy products.

Remember, Heinn Catalog Binders are made by the originators of the loose-leaf system of cataloging. Millions have given over-time service in every line of business and industry.

THE HEINN COMPANY

Originators of the Loose-Leaf System of Cataloging

349 Florida Street

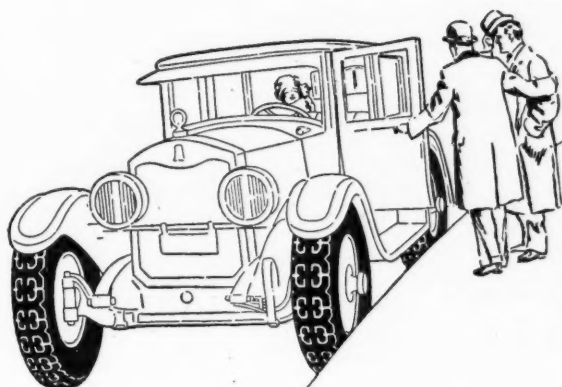
Milwaukee, Wis.

HEINN BINDERS

~ day ~ by ~ day catalogs
that last year ~ after ~ year

General Tire Doubles its Business in St. Louis in April

Secures 156 *New* Customers as result of 10 day Advertising Campaign in the Globe-Democrat *Exclusively*



The General Tire Company doubled its sales in St. Louis in April over April of last year as the result of increased business secured during a 10-day advertising campaign placed in The St. Louis Globe-Democrat *exclusively*.

156 car owners who had never used General Tires bought Generals as a direct result of the advertising . . .

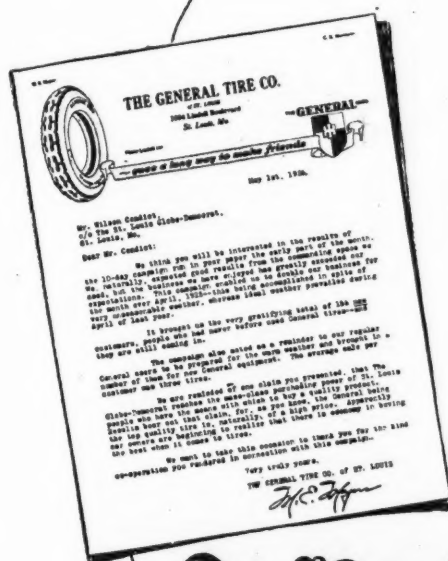
Sales averaged 3 tires per customer, and, in addition to the sales of tires for passenger cars, commercial business was substantially increased.

Here is an advertising success which stands out in tire history in St. Louis—accomplished by a single store during the unfavorable, unseasonal weather of a "late" April—with advertising placed exclusively in *one* newspaper . . . *St. Louis' Largest Daily*.

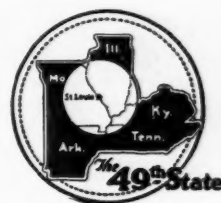
The results are all the more significant in view of the fact that the General is a top-quality tire selling at a high price.

In selecting The Globe-Democrat *alone* The General Tire Company chose the newspaper that reaches more automobile owners than any other St. Louis daily and which is acknowledged to be the logical medium for automotive advertising.

Tires, motor cars, food, shoes, cigars, or whatever your product may be, The Globe-Democrat can help you to build sales economically in St. Louis and The 49th State.



Ask the nearest Globe-Democrat representative for the facts about The 49th State, that great 20-Billion-Dollar Area, radius 150 miles surrounding St. Louis, its Capital. Write for details of the service which our Research Division and the Service and Promotion Department can render, and for the list of 690 national advertisers who found it profitable in 1925 to use The Globe-Democrat *exclusively*.



St. Louis Globe-Democrat

The Newspaper of The 49th State

F. St. J. Richards New York C. Geo. Krogness San Francisco
Guy S. Osborn Chicago Dorland Agency, Ltd. London
Jos. R. Scolaro Detroit

Addressed to Sales Managers:

WHILE on your vacation, will you be worrying about SALES? Will they take a summer slump? Or will your advertising in our markets keep the line on your sales chart mounting?

Here are three PROSPEROUS fields awaiting your cultivation. Are you taking advantage of their possibilities as they relate to your products? If not, then—

BRICK and CLAY RECORD

Annual Sales
\$350,000,000
of
Clay Products

Annual Purchases
\$76,000,000
for Equipment,
Fuel, Power

BUILDING SUPPLY NEWS

Annual Sales
\$700,000,000
of
Building Supplies

Annual Purchases
\$20,000,000
for Material Hand-
ling Machinery

CERAMIC INDUSTRY

3 markets in one—
Glass, Enamel,
Pottery,
with basically
similar chemical
problems

A diversified field
using all forms of
Power,
Heat-Production
and Handling
Equipment

SEND FOR an analysis of the market as it applies to your particular product. If there is no market for it in our fields, we'll say so. If there is we will be glad to help you develop it along reasonable lines.

Industrial Publications, Inc.
407 S. Dearborn Street CHICAGO
Members: A. B. C. and A. B. P.

This Issue at a Glance

For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading

ADVERTISING

Prof. F. A. Russell of the University of Illinois has conducted an investigation as to how far the sales manager's authority extends into matters connected with the company's advertising. The results of his study are told in an article on page 186. The outstanding conclusion to be drawn from the facts presented in 884 questionnaires is that there is a decided trend toward combining sales and advertising under one department headed by the sales manager. Out of the 884 sales executives who made complete reports, 798 had charge of advertising, while in only 96 cases was the advertising handled by a separate department. Other interesting figures are quoted in the article.

You'll remember the scuffling that has been going on between Cheltenham Bold and Mr. Norman Olds of the Perfection Stove Company. Mr. Olds comes back in this issue for the last round on the value of statistics in advertising. Page 212.

LEGAL MATTERS

"How the Federal Trade Commission Frowns on 'Free Deals'" is another article in the series by Gilbert H. Montague on sales policies and the anti-trust laws. This one discusses the government's attitude on various special selling methods. Page 199.

MANAGEMENT

Various ways in which the production manager and the sales manager can co-operate to mutual benefit form the subject matter of an article by Walter Wyman, general sales manager of the Carter's Ink Company. The production manager can strive for a greater appreciation of the problems of the wholesaler and the retailer; the sales manager can help the factory through efforts toward controlling seasonal peaks and valleys, through dovetailing sales plans with manufacturing methods so that the greatest economy results, and through allowing proper time for the factory to get into production on new items, etc. These are a few of the points brought out in the article on page 183.

MARKETS

The conclusion to the article in the July 24 issue of *Sales Management* on "Is Department Store Business Worth All It Costs?" appears on page 215. This section of the article includes a discussion of the practice of paying "p. m.'s" to retail clerks.

SALES LITERATURE

"Printed Things" for this issue contains articles on "A Different Kind of Form Letter"; "When Dealer Helps Fail to Help"; "Helping the Buyer to Select the Proper Color"; "How to Choose the Proper Cover Design"; "Telling the Sales Story in Pictures"; "Hooking Up the Trade Mark with the Letterhead"; "How to Increase the Life of Sales Literature"; "A Catalog that Sells Quality," and "Can Size Be Overdone?" Pages 217 to 232 inclusive.

SALES POLICY

"How Kraft Laid the Foundation for Sales Leadership," explains the sales and advertising policies which have been responsible for a jump in annual sales volume from \$12,000,000 in 1922 to more than \$36,000,000 in 1926 for the company which now is the leader in the cheese industry. J. L. Kraft, president of the company, and H. L. Bauer, sales manager, relate the facts in an interview on page 191.

Geographical territories are better for specialty salesmen than territories determined by the vocational classification of prospects, says C. A. Acker, vice president of the Brandt Automatic Cashier Company of Watertown, Wisconsin. This and some other things the company has learned in the handling of salesmen are discussed in an article on page 195. Included is a description of a novel plan for picturing the sales points to the prospect.

SALES MANAGEMENT

A position of growing importance is that of the man who acts as a sales manager for an entire industry. The scope of such an executive's work and what he can do of material benefit to the companies organized under his leadership form the subject matter for the leading article in this issue which has been written by Charles F. Abbott, executive director, The American Institute of Steel Construction, Inc. The industrial sales manager's job is gaining importance with the increasing development of competition between industries rather than between individual companies in the same industry. Page 183.

SALESMANSHIP

How much time should a salesman be made to spend in cold canvass? Eight sales managers discuss present practices in their own organization and tell why they believe the cold canvass to be the best single method for building up sales. Those who contribute include: F. J. Palacek, United Autographic Register Company; The Leyman Buick Company; J. J. Donahue, The Dashiell Motor Company; Kenneth W. Moore, American Bond & Mortgage Company; and J. R. MacPherson, Hooven Automatic Typewriter Company. Page 203.

SALESMEN'S TURNOVER

The sales manager of a Detroit concern has adopted a plan for selling through distributors instead of straight salesmen. This plan, which is described in an article on page 193, not only has lowered selling costs 20 per cent, but has reduced the turnover in the sales department to practically nothing. The company makes it hard for a man to obtain a position selling their product, and this fact, together with the status of distributorship required of a representative, has been responsible for the gratifying results obtained.



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SYDNEY (AUSTRALIA)

CATTS-PATTERSON COMPANY, LTD.

Member Audit Bureau of Circulation
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Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25, and \$4.50 in foreign countries. Six months' subscription, \$2.00 for thirteen issues. No two-year or clubbing rates.

Renewals: Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

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Sales Management

Published Every-Other-Saturday for Those
Marketing Through National Sales Organizations

VOLUME ELEVEN

Established 1918 by The Dartnell Corporation

NUMBER THREE

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Edited by John Cameron Aspley

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MANAGING EDITOR

ROY W. JOHNSON
EASTERN EDITOR

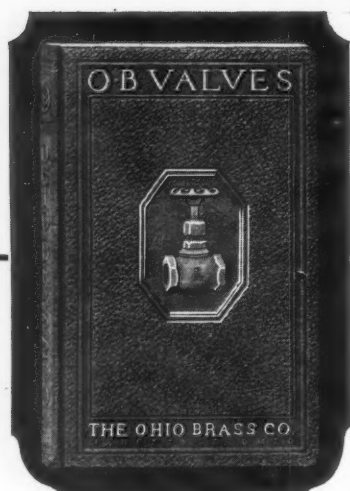
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DESK EDITOR

Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879
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Taking Chances With A Cover

You would not attempt to use a "tramp" for a salesman. The fact that you could get him cheaper—would be no inducement.

You value the impression your representatives must make to win confidence and consideration for your product.

Yet many sales plans—valuable sales manuals and other important selling ideas are compelled often to rely upon a "Tramp Cover" to win confidence and consideration for what is inside. For the same reason that you would not use a "tramp" for a representative you should use a cover for your sales promotion ideas that is able to win respect and consideration for them.

Molloy Made Covers—give exactly the right atmosphere and appearance that gets your sales and data books read.

There is character and personality in a Molloy Made Cover that attracts attention to what is inside.

For any kind of book—in ring, string or post binders or for case bound books.

Give us the size and tell us the purpose of your book and we will gladly offer suggestions that will increase its effectiveness.

*There is a Molloy Made
Cover for Every Purpose*

MOLLOY MADE
THE DAVID J. MOLLOY COMPANY

2919 North Western Avenue
Chicago, Illinois



Sales Offices in
Principal Cities



Courtesy The Pullman Company.

CLARENCE G. STOLL, general manager of manufacture of the Western Electric Company, has been elected a vice president to succeed the late H. F. Albright. Mr. Stoll started his career with the company twenty-three years ago as a student engineer in Chicago.

At a recent meeting of the directors of the Nash Motors Company, B. H. McCARTHY, Nash general sales manager for the past four and one-half years, was elected a director. Although Mr. McCarthy's experience in the carriage and automobile business dates back more than twenty years, he is said to be one of the youngest men to be found on the directorate of a corporation as large as Nash Motors.

T. E. DAHLBERG, one of the founders of the Celotex Company, died at his home in El Paso, Texas, on July 27. Although owing to ill health he had not given much time to the company for the past few years, previous to his retirement he was active in directing affairs of the business. He was a brother of the president of the Celotex Company.

Following the recent announcement that the Container Corporation had been formed to take over the businesses of the Philadelphia Paper Manufacturing Company, the Chicago Mill and Lumber Company, the Mid-West Box Company and the Cincinnati Corrugated Box Company, it is announced that W. P. PAEPCKE has been named president and J. B. BRUNT, executive vice president and director of sales of the company. Other members of the executive committee are E. R. HANKINS and F. G. BECKER.

CHARLES P. RANDALL, a director and assistant treasurer of the Franklin P. Shumway Company, of Boston, died on July 24 after an illness of three weeks. Mr. Randall had been connected with the Shumway advertising agency for over thirty years, entering its employ as an office boy.

TOM LARK has resigned his position as director of sales and advertising of the Gustav J. Gruendler Manufacturing Company, Inc., to accept a similar position with the Twinplex Sales Company, of New York, St. Louis and Chicago.

CHARLES H. MCDUGALL, who has been associated with the art department of the George Batten Company, Inc., for many

years, has been transferred to Chicago, where he has taken over the position of art director for the George Batten Corporation.

A. L. WOODWORTH has been made vice president and general manager of the Duz Company, Inc. He was formerly general manager of the Liberty Yeast Company. P. E. ERHORN continues his position as director of sales.

EDSEL FORD, president of the Ford Motor Company, has announced the retirement of ERNEST KANSLER, vice president of the company, who will look after some private interests of Henry Ford and Edsel Ford in the future. It is understood that Mr. Kansler's new work will be closely related to the aircraft developments being planned by the Ford interests.

ARTHUR ROEDER, formerly president of the United States Radium Corporation, has been elected to the new office of executive vice president of the American Linseed Company, of New York.

JOHN A. FINNERAN has been promoted from assistant to classified advertising manager of *The New York Times*, succeeding W. W. MILLER, who has been placed in charge of book advertising.

GEORGE H. SHELTON, for the past four years vice president and general manager of Thresher Service, Inc., of New York, and since May 1 a member of the George Batten Company, Inc., has resigned from the latter organization to join the Corman Company, Inc., New York advertising agency.

J. THOMSON WILLING recently became art editor of *Children, The Magazine for Parents*, the first issue of which is to appear late in September. Mr. Willing was formerly president of the American Institute of Graphic Arts, and prior to the war served as art editor of the Associated Sunday Magazines.

E. S. RIDGWAY, formerly vice president and general manager of the Utensils Company of Ft. Wayne, Indiana, has been appointed general sales manager of the Electric Household Utilities Corporation of Chicago, formerly the Hurley Machine Company, makers of Thor washers, ironers, and vacuum cleaners.

Sales Management

A Dartnell  Publication

Volume Eleven

Chicago, August 7, 1926

Number Three

When an Industry Hires a Sales Manager

How the Work of an Industry Sales Manager Differs From That of the Sales Manager of a Single Company

By Charles F. Abbott

Executive Director, American Institute of Steel Construction, Inc., New York City

THE "industry sales manager" is a term that is new to American business. Not only is the title new, but the job, itself, is one of comparatively recent creation. As yet there are few such jobs in existence, but the time is not far distant when nearly every industry will have a sales manager.

These "industry sales managers" will not supplant nor limit the functions of sales managers of individual concerns in the industry. On the contrary, they will increase the selling possibilities in their industries to such an extent that the opportunities of the sales managers of the separate companies should be greatly widened. For one thing, the promotion work which the group manager will do for the industry should give the company executives more time to devote to their own jobs. Not having to give so much time or effort to promoting the industry, they can concentrate on selling their own products and on pushing their own brands.

In almost every line of business, the industry has to be sold before the separate units in it can hope to sell their products. When this industry selling is not done by the

industry, itself, operating as a group, it has to be done by the individual organizations, if it is to be done at all.

In the paint business, before the inauguration of the Save-the-Surface campaign, several of the larger companies devoted as much as 75 per cent of their selling and advertising efforts to promoting paint in general. That left only a slender margin of their efforts for the exploitation of their own enterprises. But since the association has taken over much of this industry promotion, the separate companies are now free to plug their own propositions as much as they wish.

Industry Promotion Needed

This need for industry promotion is the principal reason for the growth of manufacturers' cooperative advertising in recent years. There is so much marketing pioneering required in these industries that the individual members were naturally loath to undertake it at their own expense. The paint manufacturer, for example, who devoted a large part of his effort to preaching the gospel of paint, was helping his competitors quite as much as he was helping himself.

And the worst of it was that many of his competitors did not reciprocate. They accepted the help which he gave the industry and did nothing themselves to help the industry.

So cooperative campaigns were started to meet this situation. All the concerns in the industry were supposed to join in the effort, contributing in proportion to their size. But, unfortunately, all these industry drives have not been successful. There are many reasons. In too many instances, the industry was only partially organized. Seldom do these associations include more than 70 per cent of the membership in the field. In some cases the big companies do not join. More often, however, it is the smaller organizations that remain out of the fold. They leave their giant competitors to do all of the industry's development work. Thus the situation is no better than it was before the association was organized.

Jealousy, petty rivalry, selfishness and too much individualism explain the failure of other association campaigns. But probably the principal reason why the results are often disappointing is because the industry lacks the

The principal reason for the group sales manager is that the worst competition today is between industries and not between houses in the same industry.



direction of a sales manager.

Advertising, however necessary it may be, is not enough. We all know that when a company sets out to market a product, there are many things it must do besides advertise. Advertising may or may not be a vital part of the marketing plan. In most cases it is a vital part. Selling, however, is always a vital part. There must be selling, regardless of whether or not there is advertising. It takes selling to get distribution. It takes selling to merchandise the advertising, and to gain the support of the trade for the advertising.

The trouble with several of the association campaigns is that they were all advertising. There was no trade work. There was no sales promotion. There was no sales management. In too many cases either professional secretaries or lawyers were engaged to direct the drive. I have no quarrel with

professional secretaries or lawyers as such. Where they have had sufficient experience in marketing, they are as well qualified to head an association campaign as anyone. In many instances, though, the professional secretary is interested only in the statistical phase of association work and the lawyer is concerned only about its legal aspects. Naturally, campaigns directed by men with such leanings have failed to bring the results expected of them.

In those instances where the association drives have succeeded, and a number of them have, it will be found that almost invariably the manager of the campaign is a man who is interested primarily in marketing, regardless of

whether his training had been that of a secretary, lawyer or sales manager. Essentially, it makes no difference what the experience of the association manager has been, so long as he has a strongly developed sales management viewpoint. Since it is rare that such a viewpoint is found in anyone who has not come up through the selling ranks to an executive's chair, it is advisable for an association to hire an experienced sales manager when it wants its industry "sales-managed."

But it is when we come to examine other reasons for the need of the "industry sales manager" that we will see even more clearly why this individual should have received his training in practical selling. The principal reason for the group sales manager is that the worst competition today is between industries and not between the houses in the same industry. You will find this condition in almost any business you may investigate.

Competition Between Industries

For instance, in the kitchen utensil field, competition is between aluminum ware and enameled ware. In baking dishes, it is between glassware and the other types of ware that are used for this purpose. In textiles, there is terrific conflict between silk and cotton, silk and wool, cotton and wool, and cotton and linen. And rayon, the new textile fiber, which has created a tremendous industry in a few years, is furnishing sizeable competition to all the old textile materials. In the roofing field, there is intense rivalry between the various types of roofing,



such as shingles, asbestos, tile, composition, etc. In dentifrices there is competition between the pastes and the powders. In some cases the real competition in an industry is between the houses using antagonistic channels of distribution. An instance of this is to be seen in the hosiery and underwear business. A tremendous breach has grown up in this field between the houses which distribute through dealers and those that sell direct to the user.

A Common Cause

But, as a rule, there is no essential competition between any of the companies in the same industry. The cotton goods manufacturer may look on another cotton goods fabricator as his competitor, but in reality they are allies. The more hustling they do for business, either separately or jointly, the better their common business will be. Their energy will not hurt other manufacturers in the same field. It will expand the market for cotton goods and thus help the entire industry. If the new business that is obtained is got at anyone's expense, it will be at the expense of the manufacturers of rival materials, such as silk or linen.

In the dentifrice field, to take another example, there is no occasion for rivalry among any of the interests in the business. It is claimed that not over one-third of the population uses dentifrices of any kind. And of this slice of the population, probably not more than one-half of them employ a dentifrice as frequently as they should. With the overwhelming end of their market still undeveloped, there is no occasion for rivalry among the makers of dentifrices. Their common cause is the conversion of those 70,000,000 people, who are still heathens as far as the use of mouth "refreshers" and prophylactics is concerned.

While these common causes may differ in each field, nearly every industry has them. The waging of these common causes is a job for

the industry sales manager. Since he is in an absolutely disinterested position, being prejudiced in favor of no company or group of companies in his industry, he is able to overcome the petty jealousies and narrow suspicions that so often wreck association work. It is for this reason that he must be a man of such unquestioned integrity and sound judgment that everyone in the industry will have implicit confidence in him. His interest at all times should be that of the whole industry and not that of any selfish interest. Individual sales managers in the field might be just as eager to help the industry, but the trouble is that the

modern selling and advertising methods have not been developed to any marked extent. They are not needed so vitally in lines where the individual companies have well organized selling policies. The dentifrice field is an example, if again I may be permitted to hark back to that business. Practically every manufacturer in this industry is advertising, and almost all of them are backing up their advertising with adequate selling. This combination of selling and advertising should gradually develop the industry's potential market without the assistance of an association.

As a rule the need for the indus-



other companies would distrust their motives and therefore not extend the necessary cooperation. The industry sales manager, if he is of the right type, is able to win this cooperation.

Industry sales managers usually first appear in those fields where

try sales manager is not so urgent in shopping lines as it is where the product is sold to the industries, where the sale runs into a lot of money and is therefore a process of long development or where sales are ordinarily made through bids or the giving of specifications. But, of course, the greatest need of all for the industry sales manager is in those industries that are suffering from the encroachments of other industries. That leaves a

(Continued on page 207)

Survey Shows Big Majority of Sales Managers Control Advertising

Selection of Media and Agencies and Control of Policies in Hands of Sales Department in Most Companies, University of Illinois Finds

By Frederick A. Russell

Professor of Business Organization and Operation, University of Illinois

WHAT does the sales manager have to say about the advertising done by his concern?

There are many things concerning the job of sales manager which we now know and many which we should like to, but this matter of his authority over the firm's advertising is one which had never been very fully determined. In a general way it was known that some concerns gave the advertising manager a large measure of independence, even perhaps putting him on a par with the sales manager, while others relegated him to a semi-clerical position, letting the advertising agency handle the creative phases of the work.

The only way to come to any helpful conclusion seemed to be to ask questions, and so the printed questionnaire was made the basis of this investigation. These questionnaires were sent out to several thousand firms, the names being taken from the Thomas Directory of Manufacturers, since that source seemed to supply the most diversified lines of business. The letter and questionnaire were mailed only

to the firms with a rating of \$100,000 or more.

They were addressed to the president of the company, and were accompanied by the following letter:

Would you be willing to help me in a study I am making of the authority being given to the sales manager in matters relating to advertising?

It has seemed to me that there has been a growing tendency to combine advertising and sales under the centralized authority of the man responsible for sales. This is in contrast to the former practice to treat advertising as something apart from selling.

I wanted to check up and see if my impression is correct. So I am writing you, and a few others whose viewpoints we value.

I have listed on the attached sheet some of the things we would like to know. But any additional information you care to give—such as the amount you spend for advertising to give me an idea of your advertising activity—would be equally appreciated.

In reciprocation I shall be glad to let you have a digest of my findings when they are complete if they would be useful. May I count on this co-operation?

Perhaps this letter showed a bias and was not sufficiently impartial to be absolutely scientific, but it gave ample opportunity for any recipient to say that the advertising

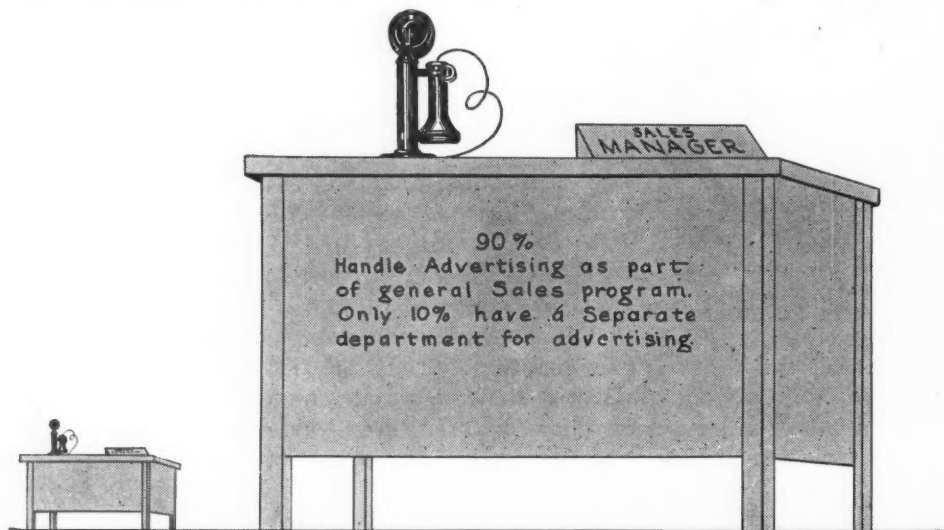
in his concern was handled separately from the sales department. It seemed probable that any president of a company important enough to be listed in this directory would not hesitate to differ with a mere college professor and to set him right. So perhaps the bias did not affect the replies very materially.

Of course, not all of the questionnaires were returned, but over one thousand were, and this was considered a sufficiently large number to be representative and show the tendency.

Several hundred firms replied with a courteous personal letter explaining that they did no advertising whatever, so were not in a position to help in the survey. These were mostly small concerns, although there were some fairly large firms which relied entirely upon their traveling salesmen for business.

A considerable number replied that the only advertising they did was in the form of novelties like calendars, which of course necessitated no advertising department. Such replies as these were not counted, as they added nothing to the facts we were seeking. It was interesting, however, to learn that such a large number of concerns were operating without advertising.

According to reports furnished by the presidents of 884 companies, more than 90 per cent of the sales managers in these organizations are empowered to handle advertising as a part of the general sales program.



Not all of the questionnaires received were completely filled out, although 884 of them were. These we shall refer to as the "regulars" to distinguish them from those which were only partially filled out and which are hereby christened the "irregulars." Our method of treatment in this discussion will be to point out the findings as shown by the "regulars" and then indicate any modification displayed by the "irregulars."

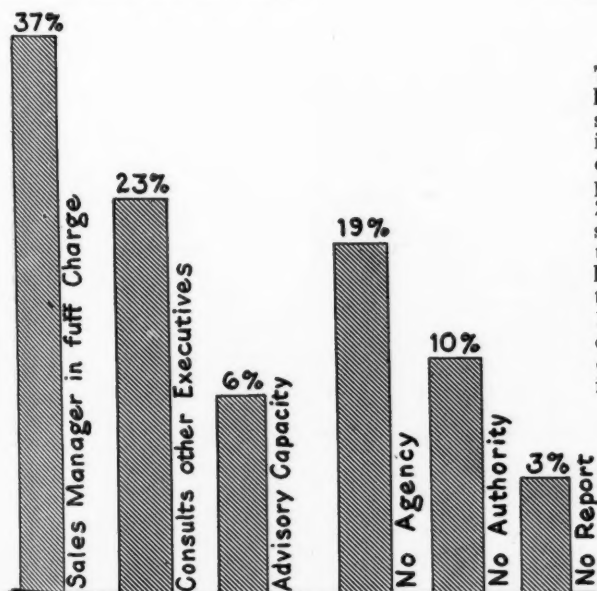
For example, here is the way the first question was answered:

Question 1. Is advertising a separate activity or is it a part of the general sales program of your company?

	Regulars	Irregulars
Separate activity	86	94
Part of sales program	798	1017

It will be seen from this reply that the vast majority of those replying consider advertising as a part of the general sales program instead of a separate activity. The figures for the "irregulars" include those for the "regulars," as in all of the following cases. They make the tendency even

What does the sales manager have to do with the choice or approval of advertising media for national advertising? He has full authority of selection in 43 per cent of all cases reporting. The sections marked 1.3 per cent and 11 per cent stand for companies reporting that do not advertise nationally.

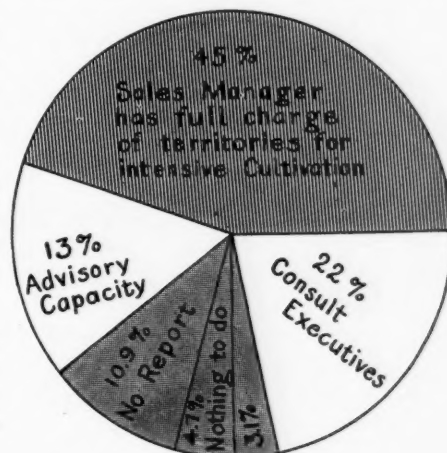


The sales manager has full authority to select the advertising agency in 37 per cent of the companies reporting; in 23 per cent he consults other executives; in 6 per cent he advises the advertising department; 19 per cent of the companies did not employ an advertising agency.

more clearly defined. The wonder is that nearly a hundred could be found to list advertising as an activity separate from the general sales program. This is doubtless due to the fact that in some lines of business there is little connection between the advertising and the sales force. In some cases the business was largely of the mail order variety. Or the advertising may be merely consumer advertising, no effort being made to trace results or obtain inquiries. But where direct mail matter is used, or trade journal advertising, it would be hard to separate the advertising from the work of the salesmen.

Even in the case of consumer advertising, it would seem to be the part of wisdom to figure the outlay for advertising according to

salesmen's territories. That is, if a salesman has the backing of liberal consumer advertising in his territory he can probably sell more goods. At any rate, that advertising outlay ought to be added to his selling costs. This is the only fair way to judge the relative merits of



45 per cent of the reports showed the sales manager to have full charge of the selection of territories for intensive cultivation. He is a big factor in 35 per cent more cases through advisory capacity.

salesmen, for one man who is making a good showing may be making that showing chiefly on account of the general advertising being done in his territory, while a really better salesman may be making what looks like a poor showing because there is little advertising going into his territory. The advertising appropriation should, so far as possible, be charged as selling expense against the territories into which it goes. This makes even consumer advertising a part of selling expense and a part of the general sales program.

One executive voices the general sentiment aptly thus: "It would be rather difficult for the writer to try to visualize advertising as a separate activity from the general sales program of our company." This concern sells bakers' machinery, using direct mail and trade journals.

Another writes: "In our company the sales and advertising go

(Continued on page 233)

The Sales Manager the Factory

How Both Departments Will Run
and the Sales Organization Put

By Walter

General Sales
The Carter's Ink



THE consumer must be served. Consequently, the man directly responsible for the manufacture of the merchandise must of necessity (and should by compulsion, if he is unwilling) be the actual partner of the sales manager who makes it possible for the consumer to buy the merchandise. The factory superintendent—often titled works manager—can never reach the heights of service until he knows the needs to the user. The acquisition of this knowledge should come through the interpretation of the sales manager.

Partnership

implies a plane of equality. Yet American manufacturers suffer today by a failure to recognize this essential factor. In some enterprises the factory dominates. It makes what it deems best and in quantities it deems wisest. The management in effect instructs the so-called sales department, "You sell all these goods—no more, no less—at these prices. No changes in goods will be considered except those the factory recommends."

Its competitor may adopt a method which is exactly the reverse. Its sales department reaches into the future and decides what additions, subtractions and changes will prevail in its lines for the ensuing period. It then, through the management, instructs the factory, "Here, you machine, turn out these quantities of these items. We'll sell at least this much, so be ready to have more ready without

an instant's delay if they are needed. Don't change an item from these specifications, even if you think you know a way to make better or at a saving."

Then we come to

How the Factory Superintendent Can Help the Sales Manager

1. Study jointly with him the needs and tastes of the user.
2. Study the needs of the wholesaler until he thoroughly comprehends them.
3. Study the problems of the retailer until he understands the sales manager's problems.
4. Learn the fundamentals behind seasonal demand, export trade and transportation requirements.
5. Provide standards of appearance and keep quality rigidly maintained.

Who Works With Superintendent

Easier When the Heads of the Factory
Their Shoulders to the Same Wheel

F. Wyman

Manager
Company, Boston

cases of divided responsibility. The sales department specifies to the finest detail of interior and exterior packing exactly the items it needs. The factory then becomes Sir Oracle, and by guesswork or finest of system, then produces the quantities which will be required month by month. The factory, under this common but not wholly desirable system, is usually held solely responsible also for inventory quantities of finished stock, parts and raw materials.

How can the factory superintendent act as a partner of the sales manager? By—

1. Studying jointly with him the needs and tastes of the user.
2. Comprehending the needs of the wholesaler.
3. Understanding the problems of the retailer.
4. Knowing the fundamentals behind seasonal demand, export trade and transportation requirements.
5. Providing standards of appearance as well as keeping quality rigidly maintained.

The consumer must be served. But the

consumer never will be fully served until the factory superintendent studies jointly with the sales manager and comes to a common knowledge of the needs and tastes of the ultimate user. It is indeed seldom that co-ordination of effort is nothing more than a matter of specification and blue-print. Only when the factory superintendent shows constructive interest in the needs and in the tastes of the ultimate user can he be a full partner of the sales manager.

Even today many able sales managers have scarcely realized the new demand for "style" in products not ordinarily deemed subject to the

whims and fancies of the user. Admitting this to be the case, is it any wonder that many factory superintendents deem even the "holiday packing" merely an invention of the sales department designed to interfere with the smoothness of mass production? Only close co-partnership between factory and superintendent and sales manager—plus joint study—can bring to such seemingly



How the Sales Manager Can Help the Factory Superintendent

1. Study the problems of manufacturing and learn the elements of the cost of production.
2. Adopt sales methods and tactics which will lighten factory burdens such as seek to level the peaks and valleys of demand.
3. Serve as a partner in controlling inventories.
4. Accept compromises in decreasing costs, even if this necessitates sales changes.
5. Anticipate the launching of new products and allow enough time for their production.

prosaic products as automobile wrenches even the slightest recognition of this growing and important style demand.

It is usually difficult for the factory superintendent, unless he is at heart a merchandiser, to understand that the needs of many businesses as a whole demand the bringing out of novelties, which are launched, enjoy a brief life, and are then superseded by other novelties. Unskillfully handled there is no question but that the disturbance such a process necessarily involves in the absence of synchronized effort eats into rather than increases profits. But there are so many cases of businesses which are paying dividends solely because of their sales of an ever-changing array of novelties, that the factory superintendent owes not merely to the sales department, but especially to himself and to the enterprise with which he is identified, to study the problems of consumers' liking for novelties in direct relation to his own business.

A decade ago it was usual rather than uncommon for the factory superintendent of a large manufacturing plant to know little or nothing of the methods and channels of distribution of the very products for whose making he was responsible. Today, the factory superintendent, acting as a partner of the sales manager, has come to a comprehension of the needs of the wholesaler and the retailer, as well as of the consumer. This knowledge is not merely a salve to his pride of craft. It is an active, daily essential.

The Wholesaler's Problems

Where goods are sold in unbroken cases by the wholesaler they are frequently carried in stock in basements, sub-basements and lofts dimly lighted. This dim lighting alone demands the utmost of legibility. Brands, catalog numbers, sizes and quantities must stand out prominently on box ends, if the wholesaler is to be served. Since the wholesaler's storage space must be conserved, it is essential that the factory superintendent realize that, regardless of the material of the exterior container, it must stack well and not

cause a nuisance and menace of toppling and falling piles. He must recognize the fact that today wholesalers frequently construct their bins so that stock can be drawn from both sides, and that, consequently, there is now the double necessity for uniform markings on both box ends—which is really always a convenience.

In his understanding of the problems of the retailer the factory superintendent in his capacity as joint partner with the sales manager must realize that both case and broken-box stock must meet rigid requirements. If the containers are small, it would be well to be sure that they are so constructed that layer can be piled upon layer without the intervention of a sheet of cardboard. We must bear in mind that rigid inspection is necessary to prevent soiled cartons, torn and poorly-affixed labels and incomplete or otherwise faulty interior packing. The dealer's shelf stock must serve both the convenience of the salespeople and of the consumer.

Meeting Seasonal Demands

The fundamentals which lie behind seasonal demand, which are responsible for a manufacturer's entering and maintaining an export trade and on which transportation requirements are based, are not alone the problems of the merchandising executives. They are problems of the business as a whole, and frequently they are the unknown but actual sources of the greatest problems of the factory superintendent. It is useless for him blindly to take the stand, "Our goods are used every day in the year. You can't tell me that if our sales end was on the job it couldn't arrange for uniform monthly shipments." Similarly, even years after the mature judgment of the management has decided that it will insure the future of the enterprise by a well-balanced export trade, the factory superintendent (largely because he has not interested himself in the purpose behind embarking on foreign sales) will be heard to say, "It's a wonder that instead of trying to sell the heathen in Africa, we wouldn't do some missionary work here at home, where our

competitors are selling more in a month than we sell overseas in a year."

For it may well be that extraordinary efforts in the strongholds of domestic competitors would quickly result in competitive reaction to this aggressive competition which would upset the entire industry, lead to price wars, and to losses in place of profits.

It may well come to the factory superintendent as a result of knowing the fundamentals behind the transportation problems of his enterprise, that the reason why some very heavy shipments are made at most inconvenient times is due to the necessity for building up pool cars.

Helping the Factory

Not merely in the interest of the retailer is it necessary that standards of appearance as well as of quality be rigidly maintained. The consumer more and more is demanding that the article shall "look the retail price." The retailer, to be sure, is in business for the three P's—Profit—Prestige—Pleasure. The line which in its field is most attractively packed and the attractive appearance of which is most rigidly maintained will add to the appearance of the retailer's store and thus increase his prestige. It will move more rapidly from the shelves, because it attracts favorable attention on the part of the prospective user, and, incidentally, creates in the user's mind a desire for possession of the attractive article.

How can the sales manager act as a partner of the factory superintendent? By—

1. Studying jointly with him the needs and tastes of the user.
2. Comprehending the problems of manufacture.
3. Understanding the elements of cost of production.
4. Adopting sales methods and tactics which will lighten factory burdens.
5. Aiding in estimating sales, item by item.
6. Serving as a partner in controlling inventories.

(Continued on page 237)



The Kraft Cheese Company became a big factor in the development of the dairy industry in Idaho through providing a market for Idaho dairy farmers. This factory is at Pocatello, Idaho.

How Kraft Laid the Foundation For Sales Leadership

Why Sales Jumped From Twelve to Thirty-Six Million in Four Years When It Took Twelve Years to Reach the Twelve Million Mark

An interview by A. R. Hahn with

J. L. Kraft, President, and H. L. Bauer, Sales Manager

The Kraft Cheese Company, Chicago

APPROXIMATELY 76 per cent of the expansion of the business of the Kraft Cheese Company since 1910 has taken place during the last four years. In other words, it took this company twelve years to build a twelve million dollar volume, and then only four years to bring annual net sales well above the \$36,000,000 mark. To be exact, the statement issued March 31, 1926, reported net sales for the past fiscal year of \$36,720,077.

The Kraft business stands where it does today, as the largest cheese business in the world, because it has applied sound merchandising ideas to a quality product. On this groundwork was built a sales organization that was taught to sell

future profits rather than immediate orders. And supporting everything else, so much a part of the selling plan as to be indistinguishable from it, is a broad, systematic program of national advertising. From the very beginning the business has flown squarely in the face of all traditions hitherto established in the industry.

You doubtless remember the faintly nauseating details of the neighborhood grocer's method of selling cheese some years back—how he plunked a big round of the product on any convenient square yard of counter space and cut it off in wedges with a big knife. The dust settled on it, the flies buzzed about it, and, before the cheese was two-thirds gone, its

aroma oftentimes carried well beyond the front door.

Furthermore, the housewife who bought cheese one week and found it sweet and palatable, might go back to the same grocer the following week and get some so inferior as to be almost inedible. The dairy farmers and small factories making cheese in those days made it as cheaply as possible in clumsy, unscientific fashion, and were content to take a few cents profits wherever they could make it. As a food deserving of a place in the family menu, the status of cheese wasn't far above the vanishing point. In fact, the whole cheese industry bore a faintly tainted reputation—mere mention of limburger was good for a laugh across the

footlights of any vaudeville house. These, then, were some of the conditions Mr. J. L. Kraft, president of the Kraft Cheese Company, recounted to me recently, in telling of the problems he faced when he bought his first horse and wagon and started out calling on retail grocers to tell them of his idea for selling cheese in packages.

"It was when I was working as a grocery clerk in a store in Ft. Erie, Canada, that I began to see what I thought were big possibilities for putting cheese on the market in packages," Mr. Kraft said. "I determined to start into the business and break all tradition both in packaging cheese and by manufacturing a quality product—

a cheese which could always be depended upon to be uniform in grade and correctly ripened. I felt there was a vast market for this kind of a product, and that the public would be willing to pay a little more for a high grade food.

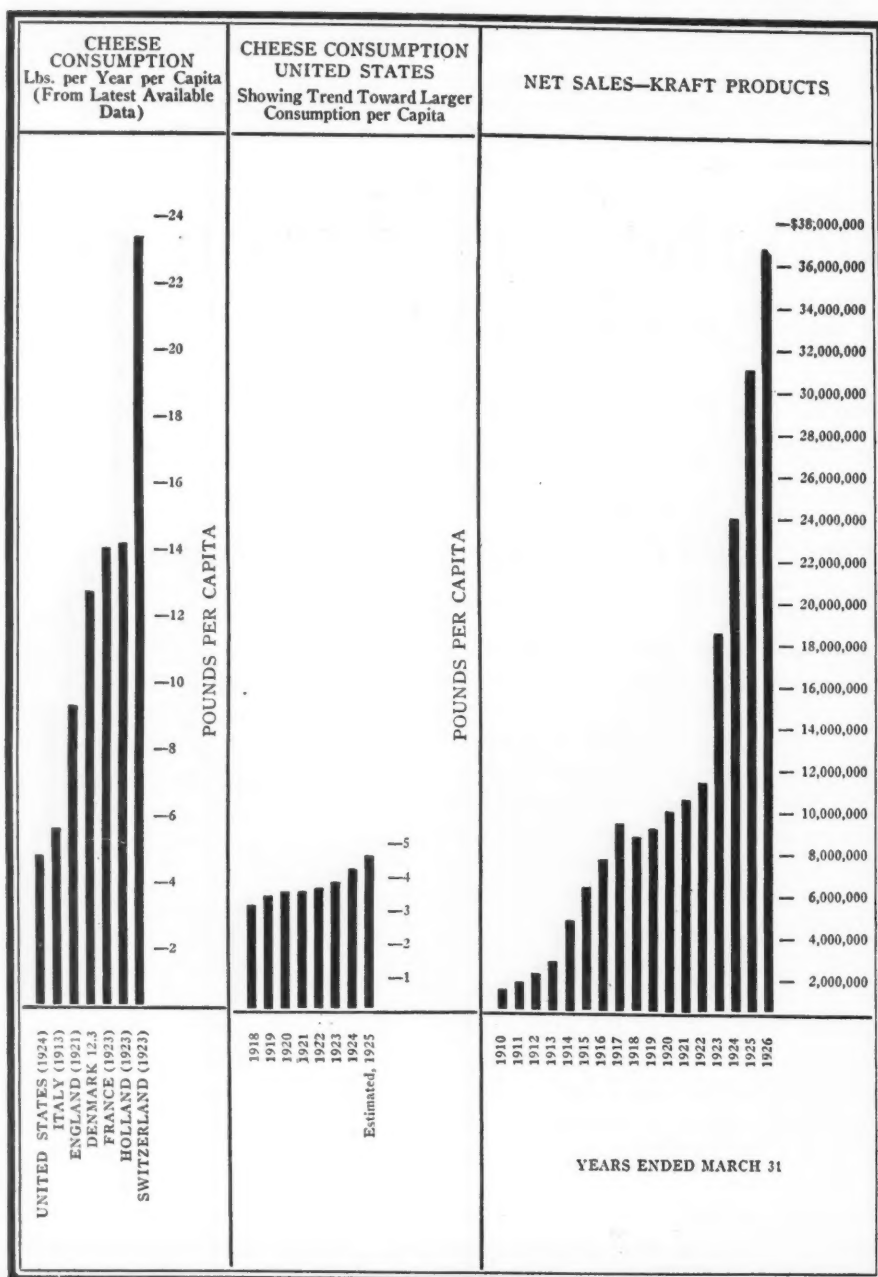
"I wanted to put cheese on a paying commercial basis; while a big shift was under way from the farm-made product to factory-made cheese, hitherto no one made any effort to manufacture a product of uniform grade and then to organize a sales plan for selling it at a fair profit. It was an orphan product liked by consumers in its better forms, but a product that had never had a single merchandising or sales idea to help start it on its way

to real commercial importance." Cheese packed in tins and guaranteed to keep indefinitely, was the first important outgrowth of Mr. Kraft's packaging ideas. While this product was extending its markets, the company was struggling principally with production problems so that the ideal of quality and uniformity could be maintained. A pasteurization process marked a second big step forward.

"The turning point in the merchandising plan of the company came about the fall of 1920, when we determined to put on the market a five-pound loaf—practically the same type of loaf which is seen now in almost every grocery store in the country," Mr. Kraft said. "This gave us what we felt was such a big story to tell dealers that we immediately began to organize a sales force. Previously our only contact with the trade had been through brokers.

"You can picture the entirely new selling angle this threw into our contact with dealers. Our

(Continued on page 238)



(Left) A comparison of the per capita consumption of cheese in a number of European countries with that in the United States indicates what a vast market there is still to be developed in this country.

(Center) The effect of systematic merchandising and advertising and widespread educational work on cheese has resulted in a gradually increased per capita consumption. A per capita figure of a little more than three pounds in 1918 has grown to more than four and one-half pounds in 1925.

(Right) Seventy-six per cent of the expansion of the business of the Kraft Cheese Company since 1910 has taken place during the last four years. Note that 1923 registered a bigger gain than the previous nine years combined, and that gain since then has been commensurate.

*We Lowered Overhead and
Reduced Turnover When*

We Stopped Hiring Salesmen In Drove

**What One Company Learned When They Began to Make
It More Difficult For Salesmen to Obtain Positions**

By a Detroit Sales Manager

IN SPECIALTY selling of lines similar to ours, we used to consider ourselves fortunate if one salesman in twenty made good. We figured it was necessary to hire twenty men to find one producer. And the producers quickly found greener fields elsewhere and jumped to new jobs.

There was a constant and rapid turnover of men. We grew to look upon this rapid turnover as inevitable. It was nothing uncommon for a sales manager to make a trip to the coast, hire three men and hurry back to the office. Before he had time to get the new pins in the sales map, one or two of them had quit.

Salesman vs. Distributor

About a year ago we tackled this problem in a way that was, at the time, new to us. Instead of hiring salesmen, we engaged distributors. Out of the first fourteen distributors we hired, thirteen are successful and are still with us.

The difference between a salesman and a distributor is but slight. The first requisite of a distributor is sales ability, just as it is with a salesman. But when we hired salesmen right and left, sales ability was all we looked for. Now we demand more than mere sales ability. It is not enough that a man be able to sell. He must have executive ability as well.

We require our distributors to open up an office or a show room for use as headquarters. They

must have enough money to rent and equip this office, and must own an automobile. Both of these requirements serve to eliminate many men who have sales ability and nothing else.

Closing the First Sale

When we decided to do something about the enormous turnover of men, we deliberately began making it more difficult for a man to gain a place on our list of distributors. Without forgetting for one minute the importance of sales ability, we set up other necessary qualifications which every new man must possess. We knew this would be a much slower process of recruiting an organization than the old way, but at the same time we felt that the men would be slower to leave, and our convictions have been verified by our experience in the past year.

When we find a man suitable for a distributorship we do not permit him to rent an office and begin work at once. He must take two weeks of training. After he has finished his training at the home office he goes into his territory and starts selling. Our sales unit is large—from \$2,000 to \$5,000, so we cannot expect many men to make a sale immediately. After he has worked a week or two, if no sales have been closed, a contact man, who works on a straight salary, is sent to him to help him close a sale. When the first sale is closed, we permit the

new man to open his office. When we started the distributor plan, we required the men to open the office first. But we found that unsatisfactory, because, of course, some men went to the expense of opening offices and then learned they would be unable to sell enough to make it pay. So we changed the procedure, and we now require at least one order before the office is opened.

Everybody knows that any salesman who opens an office is at once beset by the danger of becoming an office man instead of a salesman. We guard against that by discouraging elaborate offices. We permit none of our distributors to engage in any detail work, such as writing letters, mailing advertising or handling collections. All that is done from the main office. All we want a man is to have a small room, preferably on the upper floors of some office building, where he can demonstrate our machine without interruptions.

Solving the Turnover Problem

When his office is rented we ship him a machine on consignment. It is one of our lower priced models. He does not even have to pay the freight on it. This machine is used for demonstrating for a month or so, and is then sold and delivered. Then we send him the next higher priced model, because experience has taught us that the sale of a higher priced model almost

invariably follows the sale of the less costly model.

Since we have inaugurated this plan, we have reduced the turnover of our men almost to a negligible point. When a man has an office, when he looks upon himself as a business man with permanent headquarters, and a certain amount of overhead expense, he ceases to be a fly-by-night salesman, always ready to grab some new proposition which looks temporarily alluring. He is anchored, so to speak.

Due to the former rapid turnover of men, our customers received no service work until our machine actually became out of order. There was a new salesman in every territory so often that no one man ever had time to service his old customers. When we hired a new man he was out to sell new customers. The result was the old customers were neglected. On any proposition similar to ours, all old customers should be visited ever so often simply to keep them sold.

Reduced Sales Overhead

Under the old plan a salesman would start to work in a territory and make a few calls. Perhaps half the people he called on would say, "What happened to the last salesman—there have been a dozen men in to see us in the past year. What is the matter with your company?" The actual truth might be that two men had called, but when a salesman hears prospects talking like that he soon becomes discouraged.

Now, a distributor calls on all users and gives them the address of his headquarters. He invites them to come in occasionally. He explains that he has a stock of repair parts, and is in a position to give quick service in any emergency. This gives the user a closer contact with the house, and assures him of attention and service.

We encourage each distributor to employ a junior salesman to scout around for prospects, and to keep in touch with all present users. This salesman should be a young man who is able to work for a modest salary, until he reaches the point where he can go out to sell.

Since the adoption of the distributor plan, our field sales overhead

has been reduced approximately 40 per cent, because we have eliminated much of the expense of constantly hiring and firing men, and have discontinued a number of our branch sales offices which were very expensive to operate.

We discourage our distributors in their ambitions to hire assistant salesmen. Too many good salesmen dissipate all their sales energy and ability when they start trying to manage other salesmen and sell at the same time. We lost one of the most brilliant salesmen we ever had because he began hiring other salesmen to work for him. During the first eighteen days of his work for us, he sold fourteen machines. Then he became overly ambitious and started hiring salesmen. All the men he hired were dubs, and he spent most of his time helping them. In fact, he did most of their work, because they couldn't close. By the time he had paid them the bulk of the commissions, he was not making as much as he had made when he depended solely on his own efforts.

Because of this temptation for a distributor to hire other salesmen, we have reduced the size of distributors' territories to the point where there isn't room for other

salesmen, because sales ability is so rare we cannot afford to have a distributor who is essentially a salesman dissipating his energy in trying to make salesmen out of other men, instead of actually doing the selling.

In working out this plan, we have tried to get salesmen to stop thinking of their work as the "selling game." Sales ability is such a rare gift that the man who possesses it cannot afford to do anything else. Salesmen who think of themselves as "peddlers," and who regard their work as a "game," do not understand what a priceless asset they have in their ability to sell. That is why we will not permit our distributors to build up any kind of an office organization or do anything to distract them from selling. We want all their time devoted to contact with prospects, not in sitting around an office dictating letters, checking records or entertaining visitors.

This new plan has helped solve our collection problem, because it enables a customer to get instant service when he needs it, and the salesmen, by frequently calling on users, prevents the users from losing interest in our merchandise or in falling behind in payments.

Crop Conditions Augur Era of Farm Prosperity

A QUESTIONNAIRE sent directly to the mills in ten different sections of Oklahoma by an Oklahoma City newspaper during the last week in June showed that Oklahoma farmers had received and were receiving from \$1.14 to \$1.30 a bushel for wheat, with an average price on June 24 of \$1.17. Added to the relatively high scale of prices, the wheat crop for the state is expected to exceed all records with a production of nearly 70,000,000 bushels.

These are only a few among many similar indications that point to healthy conditions in the farm markets for fall and early winter business.

"With the stage set for strong hog prices well into next year, with

prospects for wheat growers moderately good, with cattle coming back in the West and dairy products picking up in the East, it appears that this may well prove to be another season of improvement in agricultural conditions," declares the Bureau of Agricultural Economics of the United States Department of Agriculture in its July summary of the situation.

The wheat crop is estimated at 767,000,000 bushels as compared with a crop of 666,000,000 bushels last year. Corn, at 2,661,000,000 bushels in 1926, against 2,905,000,000 last year, was an uncertainty until late in July, when rains through the Corn Belt assured a crop probably larger than the original estimate.

Some Things I Have Learned In Working With Salesmen

Geographical Territories Better Than Vocational Territories;
Sales Managers Should Not Compete With Own Men

By C. R. Acker

Vice President, Brandt Automatic Cashier Company, Watertown, Wisconsin

SHOULD sales territories be assigned on a geographical basis or on a vocational basis? This is a question that comes up in nearly every business where the product is sold to different industries or institutions or trades or classes of retail stores.

The underwear manufacturer wonders if he should have the same salesmen call on both big department stores and small specialty shops. The stationery manufacturer is in doubt as to whether his sales representatives, who are so successful in getting business from the retail druggist, can also gain a hearing from chain store buyers. The maker of an industrial product wonders if his engineer-salesmen should be trained especially in the lines of business on which they are calling.

I do not know the answer for every manufacturer who has this problem, but so far as our business is concerned, we have found it best to assign territories on geographical lines. The vocational alignment system is impractical in this field. We sell to a great many different classes of business, such as banks, department stores, theatres, cafeterias, lunch rooms and restaurants, hotels, meat markets and other retail stores, gas, water,

electric and telephone companies, public offices, amusement parks, etc.


Obviously some of these markets are better than others. The Brandt Automatic Cashier was first sold to banks. Banks are still one of our best outlets, if not the best. There are other fields, such as the theatre, that we have started to develop

only in recent years. If we assigned one salesman to banks and another to theatres, it is certain that the bank man would so greatly outstrip our theatre representative that the latter would become discouraged. The geographical arrangement of territories avoids this difficulty.

For psychological reasons, if for


A plan used to picture the points brought out in the sales talk has proved an effective closer for Brandt salesmen. The salesman gets the buyer to agree on the value for each particular sales point, then he enters it as shown on this sheet, totals the savings, and figures the "profit" to the prospect.

Time Cut in Two



50¢

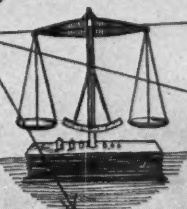
Improved Service



Pleased Customers


10¢

Insured Accuracy

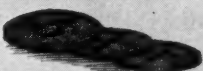



30¢

**Teach Your Dollars—
to Have More Cents**




**A Daily Deposit of
7c
Means Profit to You**

Total Saving	-	\$	92
Cost	-	\$	07
Net Profit	-	\$	85

Satisfied Cashier



2¢

BRANDT MANUFACTURING COMPANY, Watertown, Wisconsin

Form 337

no other, it is a good plan to give a salesman a big variety of prospects. If all his prospects are easy to sell, he is likely to become stale. If they are all hard to sell, he may find his job so difficult that he will give it up. If all his prospects are large buyers, he may be spoiled for handling small trade in the future. And if his prospects are all small buyers, too long an experience in dealing with them may totally unfit him for transacting business with more important trade.

Geographical territories also save a salesman's time. In large cities, such as New York, the vocational salesman necessarily wastes a good proportion of his working day in getting around. On the other hand, the salesman who calls on all classes of prospects, is able to confine his territory to a few blocks and thus loses little time in going from one office to another.

Of course, in working the smaller towns and cities, the vocational plan of operation would be entirely out of the question. Where there are only a few prospects in a town, it would be unprofitable to route several salesmen to it.

This time feature of the question is especially important where the salesman is obliged to make a lot of calls each day in order to show

satisfactory results. In our business, we have found that a salesman should make ten calls, counting only interviews as calls. A varied prospect list makes it easier for a man to get in his ten calls. If he were calling exclusively on banks, his day would be restricted to a few short hours. But where he has eight or ten classes of business on his list, he can get to work early in the morning and, if necessary, make two or three calls in the evening, on, say, theatres or amusement parks.

More Business From Users

We require that three of these ten daily calls be on users of our machines. Many years of experience have demonstrated this proportion is about right. Three calls a day keeps a salesman in touch with those he has sold and gives him an opportunity to sell them more machines as soon as they need them. In other words, users also remain prospects. In fact, the satisfied users of our automatic cashier are always good prospects. We are almost certain of being able to sell him again, whereas the non-user remains an uncertainty until he has made his first purchase.

That explains why we plan to have our representatives devote

seven-tenths of their day to non-users. In the first place, a non-user requires more time than a user. And, secondly, it is vital that we give the major portion of our efforts to extending our market out into new fields. The greater our endeavors in this direction, the larger becomes our list of users. In this way we convert an uncertain prospect list into absolutely certain user-prospects.

Another reason for geographical arrangement of territories is that we have a slightly different approach for each class of business to which we sell. Being obliged to switch frequently from one class of prospects to another makes our representatives more versatile. Were they confining their solicitations to one type of business, their methods would become too highly specialized. It is helpful for a salesman to be getting experience in several different types of markets. It is possible to apply his experience in selling one market to another. Buyers have more confidence in salesmen who come to them with experience in other lines. Such a salesman also has more confidence in himself. If he knows what his product has done for department stores and theatres and banks and meat markets, he is

(Continued on page 242)

Form 525 BAC

SALESMAN'S DAILY WORK PLAN AND REPORT

THIS REPORT MUST BE MAILED DAILY

Name _____ Date _____ County Worked _____

SCHEDULE OF CALLS			CALL ON USER		CALL ON NON-USER			CALL ON TRIAL		CALL BACK WHEN
			Satisfied	May Trade	Made Machine Demonstration	Placed Trial	Prospect	Can Not Possibly Use	Expect Sale	Expect to Remove
1. Name _____ Business _____										
City _____	State _____	Individual _____								
2. Name _____ Business _____										
City _____	State _____	Individual _____								
3. Name _____ Business _____										
City _____	State _____	Individual _____								

LIST IF NOT NOW INCLUDED
LIST

Brandt salesmen are required to make at least ten calls daily, at least three of which shall be on users of Brandt machines. Thus every user remains a prospect.

"NO STORM-CLOUDS!"

—no present call for pessimism, says

WALTER R. HINE, President, Frank Seaman Inc.

(quoted by permission)

"If you complain because 1926 sales volume isn't running ahead of 1925 the way that 1925 exceeded 1924, and the way 1924 outdistanced 1923, there is reason to question your business sagacity.

"Did you ever stop to realize that annual sales volumes simply *can't* be registering gigantic increases year after year? That would be the surest sign of an approaching national business cataclysm.

"The soundest way to judge sales progress is to estimate your business for one year against an average for at least the preceding five years. For business is never entirely normal—it dips below and it rises above the level. To avoid the big dips that mean depression is our greatest task today.

"And it can be done by 'picking your spots'—analyzing specific markets and placing energetic campaigns where your product can be absorbed."


* * * *

As Mr. Hine says, "Pick your spots!" And in picking, don't overlook Connecticut. Today, this State is ripe for an energetic sales campaign. Business hitting on high; full pay envelopes; little unemployment; high savings accounts. Having the money to spend, Connecticut people will spend it if your product has merit.

90% of the State's population lies in the six trading areas covered by the papers of the Connecticut Six Star Combination. They are the weapons to use. . . . NOW!

SPECIAL DATA ON THIS MARKET GLADLY
FURNISHED ON REQUEST

The
CONNECTICUT
SIX-STAR
COMBINATION
BLANKETS THE STATE



HARTFORD
WATERBURY
MERIDEN
NEW HAVEN
BRIDGEPORT
NEW LONDON

HARTFORD COURANT
BRIDGEPORT POST & TELEGRAM
NEW HAVEN JOURNAL-COURIER
WATERBURY REPUBLICAN AND AMERICAN
MERIDEN RECORD
NEW LONDON DAY

GILMAN, NICOLL & RUTHMAN, Representatives
19 West 44th St. New York
73 Tremont St. Boston
410 No. Michigan Ave. Chicago
507 Montgomery St. San Francisco

"... Sell it in The All-Day Home Newspaper"

"...but how," asked a National Advertiser, "can we sell more wealthy suburban homes on our appropriation?".....

*The Sales Manager said, "Make the Sunday New York American the backbone of our advertising. The All-Day Home Newspaper has 51 per cent of the standard Sunday suburban circulation"**



ARE you interested in selling Long Island and Westchester?

In suburban Long Island and Westchester, in the three wealthiest buying counties in America, the Sunday New York American★ reaches as many people as the next two standard Sunday newspapers added together.

In Metropolitan New York, where it reaches 40 per cent of *all* readers of standard Sunday newspapers, the Sunday New York American reaches as many families in *all* income groups as *any* million circulation—and more, proportionately, in the higher income groups than smaller circulations.

—and it carries your advertising into these homes on the day the family gathers, on the day the family reads more advertising, on the day the family debates its larger purchases and —on the day the family decides upon next week's New York purchases.

Whether you sell automobiles, food, toilet goods or household equipment, "The Backbone of New York Advertising" can aid materially in enlarging your business. To reach your market—to sell your product—Sunday is the day, the home is the place—and the Sunday New York American is the paper.

Sunday New York American

"The Backbone of New York Advertising"

SUNDAY A. B. C.—1,083,805

★In Westchester, Nassau and Suffolk Counties, the richest suburban counties in America, the Sunday New York American reaches more than 50 per cent of the Native white families.

In these three counties there are 65,180 income tax

payers, and 133,019 owners of passenger cars.

With the Sunday New York American you reach *actually* many more of these people than with any other New York newspaper—morning, evening, or Sunday.

How the Federal Trade Commission Frowns on "Free Deals"

Some Innocent Trade Stimulating Devices Which the Federal Trade Commission May Spear Because They "Disparage Competitors"

By Gilbert H. Montague
of the New York Bar

AS I HAVE said earlier in the course of these articles, many of the practices that have at one time or another been condemned by the Federal Trade Commission or the courts, are practices in common use, and outwardly so seemingly innocent that they are likely to be adopted without thought as to their possible legality or illegality. Generally speaking, of course, they are entirely legal, but under particular conditions or in particular combinations they have all been condemned.

Objectionable Practices Classified

It is with a group of such practices that we are concerned in the present article: practices which are dangerous or harmless according to the circumstances in which they are carried on, and the effects that result from their use in combination with other practices carried on at the same time.

1. **Selling Below Cost.** There is certainly no question in the abstract, as to the right of the owner of goods to sell them for less than cost, or even to give them away if it seems desirable. And nearly every business concern does, at some time or another, find it advantageous to reduce prices below cost on some particular item, in order to meet competition, or to rid itself of an undesirable accumulation of merchandise. It must be borne in mind, however, that the offer of merchandise below cost is likely to have an effect upon competitors that may result in bringing the activity within the prohibitions of the anti-trust laws.

The Federal Trade Commission, as a matter of fact, has taken action in a number of cases involving

this practice. One of its earliest proceedings (number 32 on the docket), for example, was a formal complaint against a chain store company charging that merchandise was sold below cost for the purpose and with the effect of injuring competitors and driving them out of business. This action was dismissed upon proof by the respondent that the goods were not actually sold below cost to it, though they might have been and probably were sold below their cost to certain of its competitors.

In another case, the trade commission issued an order to cease and desist from selling below cost against a manufacturer of pressed steel automobile fans. Here the practice did not stand alone, but was accompanied to a greater or less extent by espionage and threats against competitors' customers. Selling below cost was, however, the active ingredient in the combination.

A Test Case

"While respondent knows," the commission declared, "that the cup and cone type of fan which it has regularly made heretofore costs less to produce than the roller-bearing type made by certain of its competitors, it is now manufacturing the latter type and representing that its cost of production is less, and selling such for less than the cup and cone type and at less than cost, to cause the belief that the established roller-bearing fans are being sold at more than a fair profit." Selling below cost, with the purpose or with the result of thereby disparaging the goods of competitors is a practice attended with some danger, no matter how clear the abstract right may be.

In another somewhat similar case, an order to cease and desist was entered against an Austrian manufacturer of dress fasteners. During the war this concern was obliged to cease importations into the United States, and in the meantime several concerns began to manufacture competing products here. When the war ended, the foreign manufacturer re-entered the market, and began selling its fasteners below cost, at the same time exchanging them for stocks of competing fasteners in the hands of the trade. This, the trade commission found, was an unfair method of competition in that it tended to disparage the goods of competitors, and by this means drive them off the market.

Combination Sales Plans

Another action, quite similar in character, was brought against a group of importers of ferro-manganese, but was ultimately dismissed for failure of proof. Other actions, resulting in dismissals, were brought against manufacturers of yeast, electrical equipment, mail chutes, etc. Though these cases did not result in condemnation of the practice, it should be borne in mind that they involved all the vexation and expense of a government prosecution, to say nothing of the attendant publicity. Selling below cost is entirely harmless under any ordinary circumstances, but it should be definitely ascertained that the circumstances actually are ordinary.

2. **Combination Sales.** The sale of products in combination, or the refusal to sell a certain commodity unless another is bought at the same time, is a very common device in business practice. None the less, it is a practice that has

quite frequently attracted the unfavorable attention of the trade commission, and in two important cases has been passed upon by the courts.

Back in 1917, for example, the trade commission filed a formal complaint against Sears, Roebuck & Company, based on the practice of offering sugar, tea, coffee, etc., at prices that were represented to be extremely low, in combination with certain minimum quantities of other grocery products. An order to cease and desist was later filed against the company, and the case was appealed to the Circuit Court, which upheld the commission's order with a slight modification.

On the other hand, in the Gratz case, the commission filed an order against a manufacturer of cotton ties and bagging to cease and desist from refusing to sell ties unless the purchaser would buy at the same time a certain quantity of bagging. This case was also appealed, and went to the Supreme Court, which overruled the commission. Thus we have two cases, involving combination sales of products which are obviously closely related, in which the courts have apparently arrived at exactly opposite conclusions.

Result of Action Important

This is worth noticing because it clearly emphasizes what I have pointed out before: that it is the resulting effects of the practice that interest the government and the courts, and not primarily the essential character of the practice itself. The Sears, Roebuck policy was condemned because, in the opinion of the court, it resulted in deceiving the public and disparaging competitors. The policy involved in the Gratz case (though essentially the same policy) was upheld because, as the Supreme Court said: "Nothing is alleged which would justify the conclusion that the public suffered injury, or that competitors had reasonable ground for complaint."

The essential feature of the Sears case, as a matter of fact, was the manner in which the proposition was featured in the company's

catalog and other advertising matter, and the representations that were made concerning it. There were five separate counts in the order against the company, each of which involved this element of claims which were misleading:

(1) That because of large purchasing power and quick moving stock defendant could sell sugar at lower prices than competitors.

(2) That sugar was actually sold in these combinations below cost.

(3) Representing by such methods that competitors do not deal justly with their customers.

(4) Misleading claims to the effect that a representative of the company in Japan personally selected and supervised the picking of tea.

(5) Representations that coffee was purchased direct from the plantations, when in fact it was purchased from importers and wholesalers.

Offering a Free Deal

Claims of this character, which were specious and exaggerated, tended to mislead the consuming public, and to disparage competitors. No such elements were present in the Gratz case, and the courts arrived at an opposite result.

That doctrine has been pretty consistently followed in the other cases which occur under this heading. A number of wholesale grocery houses, for example, were ordered to cease and desist from selling combination assortments in which one or two well-known staples were heavily featured at low prices, and exorbitant profits were made on low-grade and unknown products. On the other hand, cases involving such practices as the simple refusal to sell sugar unless an equivalent quantity of coffee was bought at the same time, were dismissed.

3. Free Deals: The practice of offering a quantity of free goods as a bonus in order to secure an order has also figured in some of the actions brought by the Trade Commission. One of the large baking companies, for example, was ordered to cease and desist from the

practice of "supplying gratis to each customer a quantity of bread equal to the amount of his daily purchases." This order was appealed, and vacated by the court on the ground that interstate commerce was not involved.

In another similar case, a manufacturer of yeast consented to an order to cease and desist from the practice of giving free deals exclusively to customers of competitors. A number of publishers of educational reference books and encyclopaedias were ordered to cease and desist from misleading claims that the price charged covered only the cost of the books, and that supplementary matter would be supplied "free."

The Big Contract

Here again we are dealing with a situation where the practice, under certain circumstances, may be perfectly lawful, but under other circumstances may be clearly unlawful.

4. Long term or large quantity contracts: Section 3 of the Clayton Act prohibits contracts of sale on condition that the purchaser shall not use or deal in the goods of competitors, when the effect is substantially to lessen competition or tend to create a monopoly. Obviously enough, a contract for a long term of years tends to shut out competitors during the period, and a contract for an excessive quantity of goods has the same effect. Though the contract may not specifically state that the purchaser shall not use or deal in competitors' goods, it has the same effect. Hence it is sometimes advisable to examine contracts of this character with some forethought.

Long term or large quantity contracts, when used in connection with such practices as espionage, disparagement of competing products, etc., are especially dangerous.

Other common practices which have figured in actions brought by the trade commission from time to time are the giving of premiums as a sales inducement, the making of "advertising allowances," and giving rebates to offset payments already made towards the purchase of competing goods. In several

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How Much Time Should Be Spent in Cold Turkey Canvassing?

Eight Sales Managers Say Nothing Can Take the Place of Cold Canvassing as a Means of Increasing Business For Specialty Salesmen

FOR over three weeks a certain adding machine salesman had been unable to close a single sale. He was in possession of a pocketful of more or less valuable names, and he had kept reasonably busy driving back and forth across town to follow up carelessly-made appointments with promising prospects, but so far as doing any actual selling was concerned, he just hadn't managed to click.

Toward the end of the fourth week he was frankly discouraged; more than that, he was in an embarrassing position financially. He confided to his sales manager that unless he made some money inside the next few days he would be a candidate for the bread line.

What One Salesman Learned

The sales manager, knowing by his past record that this man was capable of doing acceptable work, believed that he had merely fallen into a slump brought about largely by his failure to plan his calls ahead properly. The sales manager, too, was anxious to experiment with some pretty well founded theories regarding selling he long had harbored; this, he reasoned, was the strategic time to put them into action. At any rate, he thought enough of the man's ability as a salesman to go out of his way in an effort to put him back among the producers.

"How would you like to work on a salary for a week or two?" he asked him finally.

"Fine!" replied the salesman. "If I can earn something that way I'll have to do it, I guess. I'm up against it right now and will do practically anything to get going again."

"All right," continued the sales manager. "I'll pay you sixty dollars a week for the next two weeks, ten dollars a day, if you'll work eight full hours every day and do

exactly as I tell you. Will you agree to that?"

The salesman grew optimistic at once. He promised to follow out the sales manager's instructions to the letter and was anxious to start the following Monday.

"Well, here's what I want you to do," the sales manager went on. "I'll pick out several good business blocks a little way out from the center of town. Starting at eight-thirty Monday morning you're to call at every store, office, bank, restaurant, garage, workshop—in short, every business house, large or small; everyone who has a business of any kind is a prospect for an adding machine. You'll work straight through to twelve-thirty, making one call right after another. You can take half an hour off for lunch, and then start in again and work until five o'clock. If you'll do this every day for a week you'll get your sixty dollars, regardless of the number of sales you make."

Cold Canvass Uncovers Prospects

By this time the salesman's enthusiasm had begun to cool a trifle. He was somewhat taken aback at the prospect of eight long hours of steady, cold canvassing, but he was in no position to ask favors, so he assured the sales manager that he would carry his sample machine into every business establishment in the block, and as soon as he had finished one block he would move on to the next. On each call he was to show his machine and stay long enough to discover whether or not the concern might be considered a live prospect.

Bright and early the following Monday morning he started in on his new assignment. He didn't miss a doorknob, and as soon as he had presented his proposition to one man and had received a definite reply, he promptly made his way next door, or upstairs. By noon

he had sold two machines, the commission on each amounting to a little over \$16. In the afternoon he made another sale, and by the end of the week the commissions on all his sales ran well over the \$200 mark. During the second week his commissions again totaled around \$200, so the sales manager put him back on the regular sales force on a commission basis. Ever since that experience his work has been far above the average.

"Any salesman can make a big record if he's willing to pay the price of success," said the sales manager who told me this story. "The salesman who puts in the time and makes the calls will meet enough prospects needing his machine that they'll take it away from him if he hasn't the initiative to sell them."

Eliminating the Stallers

"In this particular case, the salesman was mistaking excuses for appointments. He thought that every time a man told him to see him later he had found a live prospect. When someone would say to him casually, 'Oh, come back next week sometime; I'm too busy to go into this now,' the salesman would put his name down in his prospect book and call back three or four times before realizing the man wasn't a prospect in any sense of the word."

"Before going back to his old method of routing his own calls, I gave this salesman a tested formula for finding out whether the men who asked him to call back later were really interested or were merely extending a polite refusal because they didn't have the heart to tell him that they weren't even considering his product."

"Now when someone tells him to 'drop back in about two weeks,' the salesman pins him down to a certain definite day."

"Well, how about two weeks from today, Wednesday?" he asks.

If the prospect agrees to see him on that day, he goes further and says, 'Would you prefer to have me call in the morning or afternoon?' By this time the prospect knows that his bluff is being called, and in the majority of cases he either sets a time or backs down completely.

"If he does express a preference, however, the salesman suggests two o'clock, and then, in the presence of the prospect, makes a memorandum of the appointment and leaves with the remark, 'I'll see you again at two o'clock a week from Wednesday, Mr. Jones.'"

The importance placed by the executives of specialty sales organizations on direct canvassing is shown in the statement of F. J. Palecek, assistant sales manager of the United Autographic Register Company, of Chicago, that "Our most successful salesmen are the ones who do the most straight canvassing. The man who doesn't spend at least three hours a day calling on new prospects has very little chance of reaching the top of our sales force.

Seeks Half New Customers

"We require that every salesman turn in a daily report covering the results of twelve calls, seven of them on users of our registers and the other five on new prospects. It is an interesting fact that those men who are particularly successful make more than five calls a day as a result of canvassing.

"On an average, 37 per cent of our sales are made to new customers while the remaining 63 per cent are to our old users; in other words, more than 50 per cent of the machines we sell go to concerns already using our product, so each salesman is assured of a certain fairly large amount of business from his old customers. He can be judged, then, by the amount of business he obtains above this definite percentage of sales to his customers. Among the leaders in our organization, the percentage of new business runs as high as 60, 65 or 70 per cent of their total sales, while their sales to users are about the same as those of the other men.

"Twelve bona fide calls a day, seven of them on old customers,

isn't a great deal of work for many salesmen," continued Mr. Palecek. "So in reality we judge a man's work on the number of calls he makes in addition to the five required calls on new prospects. It is our aim to bring our sales up to a 50-50 basis, half of them to new customers and half to old customers. As the men are coming more and more to realize the importance of straight canvassing, I do not believe it will be long until this percentage is reached, but it will depend almost entirely on canvassing."

Two Hours for Canvass

The Leyman Buick Company, of Cincinnati and Louisville, one of the largest Buick distributors in the country, requires each of its salesmen to put in the hours between nine and eleven each morning in cold canvassing. They must meet their daily requirement of calls, averaging about ten a morning, before they are allowed to see even one live prospect. From eleven o'clock on through the rest of the day they may call on their live prospects, but nothing is allowed to interfere with their rounds of the houses and offices getting in touch with prospects who have never before been interviewed by a representative of the company.

New names added to the prospect list as a result of the salesmen's cold canvassing are filed together with the list of 7,000 Buick owners in the city, as well as owners of all competitive cars and the names of people whose income tax returns show them to have an income of more than \$5,000 a year. These cards are sorted by zones, and the salesmen call upon the names of persons listed on the cards in their morning canvasses, leaving those who might be considered live prospects for the afternoons.

Another automobile establishment, the Dashiell Motor Company, Chicago Dodge agency, bases its canvassing requirements upon the condition of business. When sales are running along at a normal or better than normal rate, J. J. Donahue, sales manager of the company, does not find it necessary to require the salesmen to

make a certain definite number of calls a day on new prospects or to put in a specified amount of time in canvassing. When business is dull, however, and few buyers are being brought into the showroom through advertising or other means the salesmen go out into the street and hunt up new prospects.

Salesmen's calls are routed by the sales manager before they leave the office. They are able to make twenty-five or thirty calls a day by taking the names from the company's prospect list and grouping four or five calls within a single block. While these names are taken from a list and the salesmen are not expected to do straight door-to-door, office-to-office canvassing, their calls are made upon persons who have never been asked to buy a car by one of the company's salesmen.

New men, of course, are compelled to get most of their leads from canvassing, Mr. Donahue stated. He supplies them with lists of prospects, but their work during the first few weeks of their connection with the company is devoted largely to canvassing these names in order to determine which of them might be termed live prospects. By the time a salesman has been with the company for several months he has gradually learned to get his leads from other connections, and, except in dull periods, when canvassing is strictly necessary, he works almost entirely on leads from friends and old customers.

Makes Calls Systematic

The sales manager of a well-known piano sales concern in Chicago makes the comment that selling pianos is just about like selling real estate or insurance; canvassing is absolutely essential in keeping the prospect list alive. This concern employs junior salesmen who do nothing but canvass the residential districts. They are not expected to close sales, but they are expected to take a street at a time, call on every house and apartment and turn in a report on everyone who seems at all interested in buying a new piano, whether or not a sale would involve a trade-in. The live

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When an Industry Hires a Sales Manager

(Continued from page 185)

wide field of opportunity for the industry sales manager, as a goodly proportion of our industries are today being encroached upon by a more aggressive industry, offering a competing product.

We are hearing a lot about excess plant capacity. Dozens of industries are complaining that they are over-built—that there is not enough potential business in their fields to keep their plants busy. I am willing to admit that many industries have excess plant capacity, but I am not willing to concede that there is not sufficient potential business in these lines to justify all of this capacity. This manufacturing capacity was not created on speculation. It was built because there was a need for it. At one time, the manufacturing facilities of nearly every industry was being used 100 per cent. Why is part of it idle now?

Where Does Business Go?

Simply because the industry has lost some of its former volume to some other line of business. While these old industries are carrying the burden of idle plants, these other more energetic manufacturers are running up their sales so consistently, that they are obliged to enlarge their plants. Is it not significant that some industries have to increase their facilities at the very time that other businesses have more facilities than they are able to use?

While some lines are going ahead, others are standing still or going backward. This is always true, even in the midst of a depression or during the height of prosperity. There must be a reason for it. The reason for it is that one industry is selling, fighting for additional volume, exploring for new markets, making researches for new products to manufacture. In the meantime the other industry is resting on its oars, content with its accomplishments. Suddenly it awakens to find part of its former market has been captured.

It is in a situation such as this that the industry sales manager

can demonstrate his usefulness. Let us picture a typical case. Two industries are contending for a big contract. One of them is organized. The other is not. Bids have been submitted by both groups. The material of the unorganized crowd is favored by the prospective purchaser. When the bids are opened it is found that they are not far apart, but the advantage is on the side of the unorganized material. The unorganized material, however, is represented on the scene of conflict by only one or two local manufacturers. But the other group is represented by the entire industry. The association sends its engineers, star salesmen, sales executives and publicity men to fight for its material. The result is that organization wins. Industry sales management triumphs over the sales management of an individual company. Is it a surprise that these unorganized fields are complaining of idle plant capacity?

What I have been writing about the industry sales manager is not mere conjecture. I am writing out of my own experience. The term "industry sales manager" comes close to describing my own work. In order to make clear the province of the "industry sales manager" and to show how the work of the group sales executive differs from that of the sales manager of an individual company, I am going to tell briefly something about my own job or rather about the institute of which I happen to be executive director.

The Industry Sales Manager

The industry that fabricates steel had for many years been suffering from the lack of organization and from antiquated merchandising methods. The institute was organized to overcome this condition. Section Two of our constitution states the purpose of the organization. It reads:

The purpose of this organization shall be to promote the general improvement of the industry of fabricating, selling and erecting of structural steel and iron; to promote the growth of the industry through expansion

of its possibilities and by procuring a wider market for its products; to reform abuses in the industry; to collect and disseminate information concerning matters of interest, so that those engaged therein may conduct their business more intelligently; to procure uniformity in the customs and usages of the trade.

This organization shall not in any way whatsoever advise concerning, or discuss or interfere in the relations between employers and employees, nor shall it in any way deal with the fixing of prices; nor shall it foster or create, either directly or indirectly, any agreement, resolution or trade custom tending to a combination in restraint of trade.

The institute may be prepared to act in an advisory capacity to local associations in connection with carrying out and putting into operation the program of the institute, but it shall not in any way assume or be responsible for the acts, resolutions or activities of any local or other association in the structural steel industry.

One Organization's Record

While it can be seen from this that marketing is the main function of the organization, its principal endeavor is along three main lines:

1. Standardization to eliminate waste in production and to promote the most efficient use of the product.
2. Research to develop new uses for the product and new markets.
3. Creation of a public consciousness of the advantage of the product.

Since its inception, the institute has accomplished wonders. In the first place, it probably is the most completely organized industry in existence. It contains a membership of 220, which represents 99 per cent of the total output of fabricated structural steel exclusive of the mills interests. With practically every member of the business in the association it has been possible to gather an enthusiasm and momentum for the work that would not have been possible were the industry less completely represented.

Of course, it is the first duty of the sales manager of such an organization, not to interfere or to participate in the selling affairs of the individual members. His first and only interest must be the industry. In our body we preach steel, day and night, but not the steel made by any member. It is

our job to push the industry forward. If we do that, the business of each individual member must be automatically pushed forward.

Our work has been in so many directions that even to summarize it would be impossible in the short scope of an article. Let me, therefore, tell about just one thing we have done and that is to project a sales manual for the steel construction industry. An industry sales manual is as much of an innovation as an industry sales manager. Our manual is issued in installments. So far only a few installments have been published, as we just got the idea under way this year. The installments are to be kept by the members of the institute in loose-leaf folders. The manual is entitled: "Let's Tell the World About Steel."

An Industry Sales Manual

There are thirty-three scheduled items to be included in the sales manual. Several of these groups have been sub-classified from one to as high as nine other subjects. An installment will be issued for each classification. That means that our present schedule provides for some 131 installments in this manual. Probably the best way to give an idea of the work of the institution and of its plans, is to quote a few paragraphs at random from the part of the manual which has already been issued:

The structural steel industry, during the four decades of its existence, has not developed a well-founded system of salesmanship. A false sense of security retarded its organization.

The introduction of structural steel in the '80s rapidly developed the fire resisting type of building, the construction of which grew to such enormous proportions that those engaged in the industry became entirely engrossed in competing with each other and largely neglected the formulation of plans for its future growth. In order to hold its own and to extend its output, the structural steel industry must establish comprehensive and scientific sales methods aimed at the further exploitation of its product.

The structural steel industry has a history of nearly fifty years, surrounded by conditions vastly dissimilar to those of industries of a more recent birth. Structural shapes are produced by the rolling mills, but the fabricating of these shapes for use in buildings and bridges is controlled by the plans and specifications made by architects or engineers. In the early days, and to some extent today, these plans and

specifications were prepared by the engineering forces of the fabricating plants for and in the name of architects. The recognition of structural engineering as a profession has greatly reduced this unbusinesslike practice, which often offered opportunities for dealings that are now conceded to be of a questionable nature.

The merchandising of fabricated structural steel was and is yet, with few exceptions, limited to bidding on plans and specifications made by architects or engineers. The barter and trade which often follows the submitting of proposals induces practices of a kind that result in losses of profit. These practices place an otherwise legitimate business on an uneconomical basis and result in a loss of prestige and consideration by the building public.

The Content of the Manual

The unbusinesslike attitude of some fabricators towards other fabricators has been such that it developed harmful conditions for themselves and for the entire industry by bringing it into disrepute with architects, engineers, general contractors and owners. There are certain relationships between competitors which must be observed in order to satisfy certain unalterable economic laws. These intra-industrial conditions must be corrected and this result can be accomplished only by organization and correct salesmanship.

It has been said that salesmen are born and not made. This is not quite true. Salesmen make themselves. There are but few natural conditions that can prevent any man who possesses energy, knowledge and the desire to succeed, from becoming a well qualified salesman. These three requisites are not inborn but are acquired and cultivated by work and work alone. This sales manual, or any other sales manual, cannot make a salesman of its reader. It is prepared on the assumption that its readers will cooperate with it in the building up of a salesmanship particular to and worthy of the structural steel industry. If any of its readers are not willing to make the necessary effort and sacrifices involved, they are misplaced and a detriment to the industry. It is expected that the sales managers of the organizations which constitute the American Institute of Steel Construction will make every effort to have their salesmen study this sales manual and offer every possible inducement to that end.

The majority of the men who are engaged in selling structural steel possess technical information pertaining to the product which has been acquired, at least in part, by practical shop and field experience, or as draftsmen, designers and estimators. With this experience they may still lack the knowledge which distinguishes the salesman. This manual is intended to supplement technical information and experience.

A sales manual is usually prepared by, or under the direction of, the sales manager of an individual organization. It is intended for the use of salesmen who are under his direct control. Such sales manuals are written to direct the sale of standard, staple articles for which fixed selling methods can be developed. They have to

meet conditions vastly different from those for which this manual is prepared.

The American Institute of Steel Construction is composed of more than two hundred constituent member organizations, each of which has its own sales manager and force of salesmen. Each organization has its own method of selling, and this has hitherto resulted in the absence of common principles upon which selling efforts could be based. It is the aim of this manual to present such common principles to the industry. It can be specific only in describing the product to be sold, from its inception as ore, through its various forms until it becomes a structural shape, the methods employed in fabrication and erection, and the engineering practices which control design. In other respects it must be more general in character.

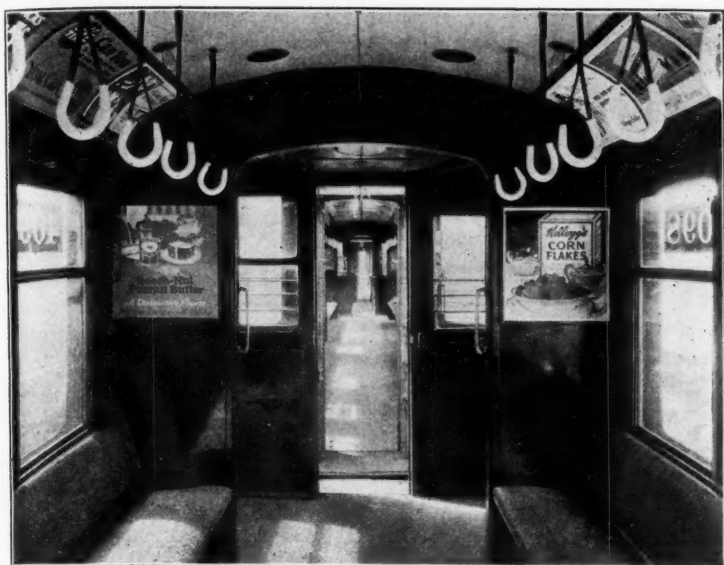
Plans of General Benefit

An example of what sales management can do for an industry, let me cite an example that in itself may seem trifling but in the long run it is really a matter of great importance. Hundreds of steel structures are always being erected throughout the country. Strange to say, no attempt has ever been made by the industry to capitalize this fact by announcing to passersby that the building is being made of steel. So one of the installments in the manual tells of the adoption by the institute of a standard sign to be used on all buildings that are being erected of steel. This sign gives the name of the steel company doing the work on this particular bridge or building and then follows this slogan: "Steel Insures Strength and Security." On the sign also appears the insignia of the institute.

Establish Scholarships For Women in Advertising

The establishment of two scholarships for the purpose of helping young women who are coming into the advertising professions is announced by the Scholarship Committee of the League of Advertising Women of New York, the largest women's club in the International Advertising Association.

A share of the profits of the one social event of the year will be devoted this year to the establishment of these scholarships, which will be memorials to two prominent members of the league, Helen Louise Johnson and May S. Thayer.



KELLOGG "PEP's" Sales with SLEEPLESS Salesmen

March 9th.

"We have received 542 orders from you covering the work of your merchandising department on our new product PEP—

Kellogg Company.

April 24th.

"—our records show that they received over 1000 orders for cases of Kellogg's PEP."

Kellogg Company.

The effectiveness of Sleepless Salesmen (Chicago Elevated Car Cards and Posters) is evidenced in tangible orders received thru our merchandising department.

Our booklet "A Merchandising Service That Functions Three Ways" will be sent to sales managers Keen to Pep up Chicago sales.

A few users of "SLEEPLESS SALESMEN"

American Maize Products Company
Atlas Brewing Company
B. V. D. Company
Paul F. Beich Company
Beech Nut Packing Corporation
Borden's Farm Products Co.
California Fruit Growers' Exchange
Chicago Herald & Examiner Pub. Co.
Chicago Wet Wash Company
Forhan Company
Crane Company
French Lick Springs
General Cigar Company
Goodrich Transit Company
Heidbrink Company
Geo. P. Ide & Co.
Iodent Chemical Co.
James S. Kirk & Company
Lake Trust & Savings Bank
Loose-Wiles Biscuit Company
Mennen Company
Life Savers, Inc.
Liberty Cleaners
Martin Jewelry Company
National Biscuit Company
National Decorating Service
Peoples' Gas Light & Coke Co.
Smith Bros.
The Musterole Co.
Waterman Pen Company
Quaker Oats
Surf Hotel
William Wrigley, Jr.
Union Trust Company
W. A. Wieboldt Company

CHICAGO ELEVATED ADVERTISING CO.

509 South Franklin Street
Chicago, Ill.

Oh Hum! This Fight Ought to Have More Kick in It!

Norman Olds Puts On the Gloves for Final Round With Cheltenham Bold, but Fails to Deliver a Knockout

By Norman F. Olds

I HAVE read with a great deal of interest the well-rounded periods of Cheltenham Bold. He is undoubtedly a capable writer and wields a wicked pen, especially as he sits securely hidden behind his nom de plume and fires at me, exposed in the broad light of day.

However, giving Cheltenham Bold full credit for the forensic expansiveness of his article, I cannot help wondering what it is all about. There is nothing in his last article that I can readily discover as having to do with the original point in question, which was the introduction of more and more research and statistics into the selection of media.

In his first article he dashes his vigorous if somewhat reckless pen through the very heart of statistics and research, and leaves them bleeding on the field, to be scoffed at and held in light repute by his chance readers. The only purpose of my original letter was to urge "Sales Management" to give first aid treatment to these bleeding tools of the modern advertising manager, who may be so constituted as to believe sincerely in the need of both research and statistics.

Spellbinding politicians of a few years ago found it necessary only to befuddle the minds of their audience with a spontaneous gush of words to accomplish their one purpose of continuing to represent the same befuddled people in our legislative bodies. These politicians are finding it harder every year to hide behind the mere flow of high-sounding words, and are being driven to the necessity of

IN THE April 3 issue of "Sales Management," Cheltenham Bold uttered a mild protest against the advertising men who depend too much on statistics and figures and too little on a thorough understanding of human nature. In the April 17 issue Norman Olds, advertising manager of the Perfection Stove Company, berated Chelt for his attitude. Then Chelt took a wallop at Mr. Olds in the June 12 issue. This is the final round. Readers make your own decision. The referee is on vacation.

answering questions which partake of the nature of the statistics which seem to be such an anathema to Cheltenham Bold.

They have to answer very specific questions as to why they did this and why they did that, or why they do or do not do something that has for its end the definite welfare of those they represent. These politicians are as sincere in their belief that the good people should leave matters political to politicians, and should cease to irritate them by demanding an accounting, as is our friend Cheltenham Bold sincere in believing that advertising should be left to the advertising cult, untrammelled by unyielding facts and figures.

Cheltenham Bold states that I accuse him primarily of surrounding the profession of advertising with an atmosphere of "esoteric mystery." That is not an accurate statement. I accuse him simply of endeavoring to retain the atmosphere of mystery around the profession of advertising, and to fend off any effort to bring light into the dark places.

To me, the most illuminating statement made by our friend is that advertising itself is "a good deal of a mystery when you stop

to think of it—if you ever do." The last four words practically cover my indictment of Cheltenham Bold's attitude. I believe that we should think of it and carry our thought, as far as is humanly possible, into facts and figures. Cheltenham Bold apparently thinks that we should not think of advertising scientifically, but should sit back and accept it as an unsolv-

able mystery. In this respect we fundamentally and absolutely disagree.

He goes on to state that the public seems to respond readily to bombastic self-praise. How does he know that? As a matter of fact he does not know. He simply accents it because he has noted that some expositions of that type have seemingly been successful. He has not stopped to reason that they might have been more successful with a different type of approach, or may even have been successful in spite of the type of presentation. In other words, he does not "stop to think of it" deeply enough. The cause that comes most readily to view may very often prove to be of minor importance when careful research is applied. I feel that we should in every way encourage the few who brave the ridicule of their fellows by "looking behind the clouds" and not depend too abjectly on "long experience."

The expansive quality of steam was known to man for many centuries—that was Cheltenham Bold's "long experience." Fulton, among others, used research and statistics to harness steam and make it carry us by boat and by

(Continued on page 246)

Is Department Store Business Worth What It Costs?

How buying syndicates, small orders, frequent shipments, big discounts and the craze for cheap merchandise are cutting big holes in manufacturers' profits

The conclusion to an article

By John L. Scott

POLICIES of paying p. m.'s vary in different stores. Following the slight flurry caused by the Federal Trade Commission's investigations, for a short time manufacturers stopped paying commissions direct to the sales people. Bonuses, either in the form of goods or money, found their way into clerks' hands through the store officials. This practice is still carried out in some stores, while others have gone back to the old method of either planting their own demonstrators in the stores or paying p. m.'s to the store clerks direct.

Not only do department stores expect the manufacturers to supply them with demonstrators, but they demand it. A middle western manufacturer who wanted to place his product on the eastern market interviewed the buyer for a big New York store. The buyer was quite willing to take on the new line, but in return he not only expected the manufacturer to make price concessions, but he also insisted that he give the store two demonstrators. The salaries of these demonstrators were to be paid entirely by the manufacturer, but there was no assurance that they would spend more than one-tenth of their time selling his line.

The Iniquitous P. M.

Another concern making floor mops and polishes spends over a quarter of a million dollars yearly in advertising. In order to safeguard the effects of that advertising it is compelled to keep sixty demonstrators in department stores, paying all their salaries and expenses, in spite of the fact that only 25 per cent of its business is done through department stores.

The p. m. system works the greatest hardships on the manufacturers of nationally-advertised lines. They spend thousands of dollars in advertising, and the whole benefit is lost when a customer asks a demonstrator for another line to give her what she saw advertised. Demonstrators are paid to sell them something else.

A powder manufacturer, who had been using demonstrators in all the Chicago stores, decided recently to spend the money he had been using for demonstrations in more extensive advertising. Accordingly, he took his demonstrators out of every store but one, leaving the one in because of sentimental reasons. Immediately sales in all the stores slumped to practically nothing, with the exception of the one store where his demonstrator remained. He was forced within a few months to cancel a large part of his advertising schedule and go back to the demonstration plan.

Behind the Toilet Counter

Some of the largest department stores have their own private brands and push them in preference to those of outside concerns, so they will permit no demonstrators behind the counters. The effect is practically the same. Instead of a demonstrator for each line, as in other stores, here every clerk is a demonstrator for the store's private brand. A widely known antiseptic was offered on sale one Saturday at 69 cents for a one dollar bottle. The wife of an inquisitive manufacturer went into the store and tried to buy a bottle, but the clerk reached behind the counter and brought out something else.

"Why don't you try this?" he asked. "This is double strength;

you can mix your own water." He was so persistent that the woman had to buy a bottle of each to get rid of him.

This is a common occurrence. Department stores advertise nationally-advertised merchandise at cut prices, and the public has to fight to get it. It is appalling to consider, says one manufacturer, how much national advertising is wasted simply because customers can't get what they want in the big stores. If a demonstrator doesn't sell them another manufacturer's article, then the store clerks sell them private brands.

Specialty Stores Gaining Favor

A Chicago sales manager last Spring was intent upon buying a gray top coat. He went into a department store which has a large men's department and expressed his desire. The clerk told him that everyone was wearing a blue top coat. Gray coats were way out of date, he claimed, and when the customer insisted upon that shade he lost interest in him entirely.

Going down the street to a men's clothing store where he was acquainted with one of the officials, this sales manager asked whether he would be completely a back number if he wore a gray coat; he didn't want to buy a blue one if he could help it.

"I should say not," replied the clothier. "The blue top coat people are paying big p. m.'s to all the clerks in order to create the new style. Naturally the clerk didn't want to take the time to sell you a gray coat and take a chance on missing a customer who might buy a blue one."

Demonstrators and commissions to clerks are the rare exceptions in

specialty stores. In addition, the proprietor or the man who built up the business usually wait on the trade and are in close enough contact with the clerks to see that they know how to handle customers properly.

A manufacturer of knit underwear gives this truthful but humorous explanation of why department store clerks don't take an interest in his line. "The average girl of today," he says, "scarcely wears enough clothes to flag a hand car, and the clerks in department stores probably wear even less than the average. A brassiere and pair of bloomers constituting their hidden apparel, they can't understand why anybody would ever buy knit underwear, so they are utterly indifferent to the desires of customers who ask about them."

All the manufacturer who sells to department stores has to worry about then, is lowering the quality of his line to meet the prices demanded by buyers and syndicates; making a great many different and unnecessary styles and delivering them frequently and in small quantities to humor the merchandise man; run the risk of having clerks drive customers who want his line away from the store, or have a demonstrator for some competing line nullify his advertising by selling them something they had

no original intention of buying.

There are hosts of manufacturers, of course, who sell practically their entire outputs to department stores and do a thriving business out of it. There are others, however, who are gradually beginning to believe that department store business isn't worth the struggle and consequently are leaning more and more toward the smaller specialty shops. Unquestionably, the department store offers great opportunities and advantages to a great many concerns making innumerable kinds of goods, but until they realize that post-war conditions ceased to exist several years ago, and that the way to get the jump on dime store chains is to sell quality goods at fair prices, rather than shoddy merchandise at cheap prices, their prestige among manufacturers will to a large extent continue to diminish.

And the public is wearying of this constant pounding upon price and nothing but price, declares one merchandising authority, as is seen by the growing popularity of advertisements which feature the style appeal. When the quality appeal comes back into advertising, it is the common opinion among reputable manufacturers that other disadvantages of the department system will gradually straighten themselves out.

The principal advantage of stores of this kind is that, like the tents of the Arabs of old, the business can be folded up and moved in a night. The store, naturally, has a very low overhead. It can do business only during the summer months which, of course, is the time when tourist traffic is heavy. When cold weather comes the stores can be moved South or to other localities where tourists are wont to go during the winter months. In fact, last winter one of these stores was tried out experimentally in southern Florida.

How the Plan Works

The plan of operation of these stores, as we understand it, is to concentrate pretty much on bathing suits until the middle of August. After that, sweaters and sport coats will be pushed for Fall wear. When the weather makes even the selling of these articles impossible in a tent store, the chain will be moved to sunnier climes. One reason for the success of these stores is that their very novelty stops the passing motorist. Many tourists deliberately try to avoid congested cities and, therefore, buy whatever merchandise they need along the road.

According to "Women's Wear" the tent emporium near Springfield sold as high as \$2,700 worth of bathing suits in one day. In a sixty-day period, one store sold more than 8,000 bathing suits. Saturday sales in this store will ordinarily approximate \$1,500.

The chains are absolutely standardized as to equipment, appearance, signs, management and everything else. Each tent is in charge of a man who has one woman assistant.

"Cuba is about to experience the greatest prosperity in its history, and within a year we will see the biggest real estate development ever," declared Augustin Augero, manager of the information bureau of the Cuban National Tourist Commission, who recently completed a tour through this country.

"The business men of Cuba are anxious for closer relations with the United States," he added, "We think we are valuable friends, as we stand guard over your great Panama Canal."

Tent Stores Are Latest Kink in Distribution

THERE seems to be no end to the number of channels of distribution through which manufacturers can market their products. Just as it would appear that the lists are closed and that it would be impossible to create a new system of retailing, presto, another channel springs into existence. The latest is tent stores. These are not stores that sell tents, but tents that serve as stores.

Already there is a chain of tent stores in active operation. The stores deal in the goods of the Potter Knitting Company, of Springfield, Massachusetts. About four years ago this company

started a tent store on one of the main highways leading into its home city. This venture met with such success that twelve other such retail establishments have been started in Connecticut and Massachusetts.

The president of the company got the idea for these unique stores by watching the heavy flow of traffic along the main New England highways during the summer time. The original store was started near Springfield and did so well that other tents were unfolded on other main highways throughout the state and its neighboring state, Connecticut.



Printed Things



A DEPARTMENT DEALING WITH THE PREPARATION
AND DISTRIBUTION OF BETTER SALES LITERATURE

AUGUST 7, 1926

A Different Kind of Form Letter

WHEN the usual company letterhead is used, the wary buyer frequently shies at the sight of it and has been known to pass it by with only a brief glance, especially if he knows what you sell and thinks he has made up his mind that he doesn't want any of it. Here is a form letter that forces a reading because it keeps the identity of the sender concealed until the very end of it.

Without the customary letterhead, the illustration gets undivided attention when the envelope is opened. The first two paragraphs leave the reader "up in the air." He has no opportunity to make a hasty decision because he has nothing to decide. Then, at the end, comes a simple appeal for the opening of relations. The medalion in color in the lower left-hand corner provides an attractive spot of color and a touch of authority.

An advantage of this type of form letter is that it requires no individual typing of names and addresses and no signature. On the other hand, it carries a

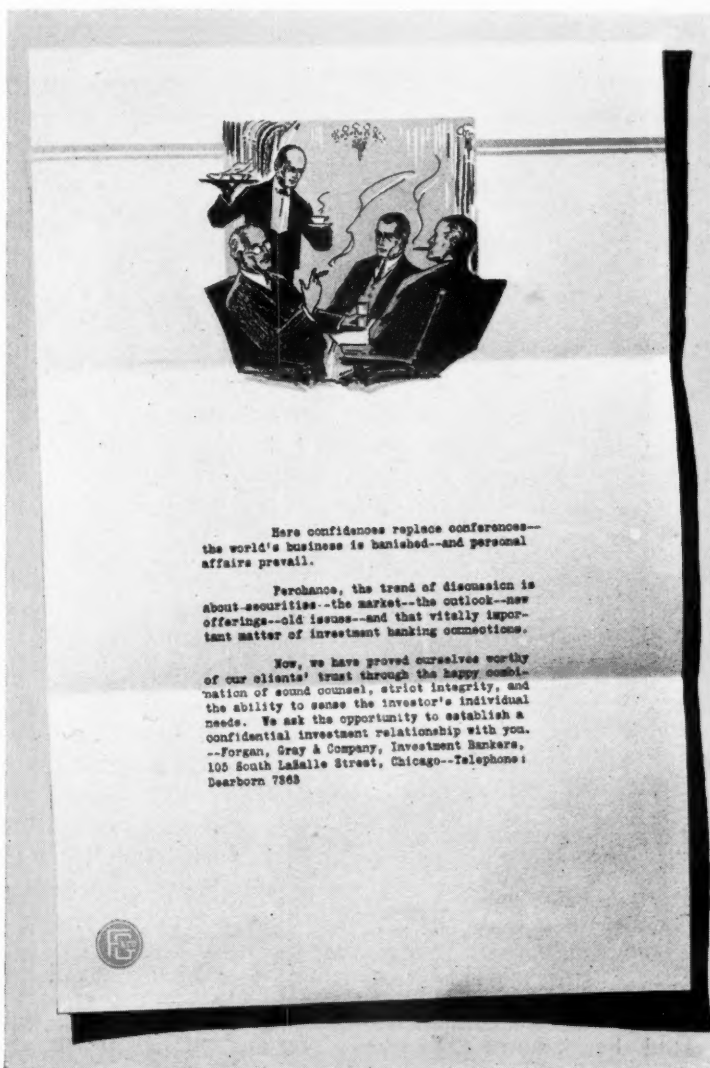
personal appeal due, perhaps, to the absence of the formal letterhead. In fact, it partakes of the style of the private, individual memorandum.

Examples such as this help to show that there are still many opportunities open for varying the

style and developing new types of sales letters that will stimulate interest and increase results. The idea that all company letters must be written on the regular company letterhead and conform to rigid rules as to margins, paragraph indentations, etc., has long ago been discarded by concerns who make effective use of special letterheads and do not hesitate to use novel type arrangements in order to secure attention.

In a number of instances, these special letterheads include illustrations of the product in use, brief testimonials, and other information of sales value pertaining to the product, the factory, or the organization. By developing a series of letterheads based upon a series of sales arguments, it is possible to get variety in subject, form, and color that will keep the series of sales letters from becoming monotonous and the reader from losing interest.

High grade paper stock also has a bearing on creating the proper impression of quality in both the company and the product.



This circular sales letter gets attention because it gets away from ordinary methods and prevents the reader from jumping at conclusions because he has to read it in order to find out what it concerns.

Dear Mr. Smith:

Why not be the first across on the street?

We're serious.

Spring is here and so are the new _____

We've got the whole new line, everything just waiting for you to come and pick out what you want.

Easter is coming.

You know as well as we do that Easter means new clothes, shoes, hats. You can't miss it because if you walk out Easter morning in the old duds -- well you feel kind of self-conscious.

And right here we want to nudge you in the ribs and tell you, as friend to friend, that we aren't shouting from the housetops that the new _____ are ready. We're only letting the old-timers in on this little secret.

Later on, of course, you'll be shouting for us every time you walk down the street and show just what the latest style is. Then those who follow the leader will be here.

But who wants to follow? To lead, that's the thing. Step out ahead of the crowd -- in _____

Cordially yours,

Dear Friend:

I take this means of calling your attention to my shoe store and repair shop, in the Postoffice Building, Scottsburg.

For the past 14 years I have been in the shoe repair business in Scottsburg and naturally, from my long experience, am a good Judge of leather.

For the past two years I have been in the shoe business, and my success has been phenomenal, considering the strong competition in the shoe business in Scottsburg.

My experience as a shoemaker has given me the advantage in selecting the best lines of footwear which are all guaranteed to be solid leather through and through.

I buy the very best grade of shoes, and sell them at a small profit, which I am able to do because of cheap rent, and no high priced clerks, which cause the average shoe dealer to charge big profits to cover the "overhead" expenses. Therefore my prices are always below sale prices.

All broken lots will be placed on the bargain counter and sold at OR BELOW COST. It will pay you to come and see if we have your size, as you will find these exceptional good bargains.

Also all ripe will be SAVED FREE OF CHARGE if they are brought to me in time.

Come OIL your work shoes whether you bought them from me or not.

I have all my spring goods in and am prepared to show the best line of popular priced footwear ever shown in Scottsburg.

I ask you to bring me your repair work, and while in my store, to examine my fine line of high grade shoes for both women, men and children and compare my prices with those of other merchants who are offering inferior goods at higher prices.

Don't fail to call and investigate prices when in town.

Yours truly,

J. A. RITTER, "The Shoe Man"

THESE LETTERS SHOW WHY SALES AND ADVERTISING MANAGERS SOMETIMES COMPLAIN ABOUT DEALERS NOT USING THE ADVERTISING SUGGESTIONS PASSED OUT BY THE FACTORY. THE LETTER ON THE LEFT IS TAKEN FROM A DEALER HELP BOOK ISSUED BY A LARGE SHOE COMPANY. THAT ON THE RIGHT WAS WRITTEN BY A SMALL TOWN DEALER. INCIDENTALLY, IT BROUGHT NEARLY 50 PER CENT RETURNS.

When Dealer Helps Fail to Help

“EVERY once in a while, when we advertising men get thoroughly sold on ourselves, our abilities and capabilities, something comes along and punctures our balloon completely. Read, for instance, a copy of a circular letter sent out by J. A. Ritter of Scottsburg, Indiana.

“Mr. Ritter reports that this letter brought returns of some sort from practically half the names on his mailing list. If you can explain the whys and wherefores of such results, you will be doing your contributors a great service.”

So writes an advertising man about one of the letters shown on this page.

Before attempting to analyze the letter written by Mr. Ritter, a number of letters suggested by factory advertising departments for shoe dealers to use on their

local mailing lists were examined. A typical letter from this group has been reproduced beside the Ritter letter in order to present something for direct comparison.

Which of these two letters would you use if you were a shoe retailer in Scottsburg, Indiana, or Centerville, Iowa, or any other of the thousands of small cities and towns where perhaps the bulk of the shoe stores in this country are located?

In the first place, the Ritter letter is human. The writer almost speaks in the flesh. It is true, indeed, that the grammatical construction of the letter could stand considerable remodeling. But it scores its points cleanly and without a miss. The letter builds confidence as it goes along and, while the price appeal is emphasized, it rounds out the sales message with

an offer of free service and an invitation to come in the store and prove for yourself the statements that are made.

The letter used for comparison was taken from the dealer advertising portfolio used by a large shoe company. Generally speaking, it would be regarded as a satisfactory sales letter for dealer mailing. The grammatical construction is correct and the style is smooth. However, it lacks genuine human appeal as compared with the Ritter letter. Can you picture the shoe store proprietor in Scottsburg or any other burg wanting to “nudge you in the ribs” and whisper the news about the new styles that have just arrived? They just don’t do it that way in those towns. As a generalized suggestion for letter writing style

(Continued on page 232)

Helping the Buyer to Select the Proper Color

PRACTICALLY all paint companies use color cards containing "chips" showing a sample of each color. Sherwin-Williams Company goes further and combines the color card with illustrations in color showing the effects that are possible with various paints. The colors used in these illustrations are then listed together with the catalog number of each so that the buyer can ask for exactly the shade and grade of paint needed to get the same effects shown in the folder.

With many shades and varieties

of paint from which to choose, the buyer frequently becomes confused or else is disappointed with results because the proper paint was not purchased. The Sherwin-Williams plan avoids this confusion and dissatisfaction and also reduces the opportunity for the retailer to introduce substitutes because the buyer is more than likely to ask for the Sherwin-Williams number or trade name in order to be sure of getting the correct shade and grade.

Wherever color is a factor in creating sales appeal, arousing

attention, suggesting a use for the product, or what not, color printing, lithography, and offset increase the pulling power of sales literature. A reproduction of the product in full color is closely akin to sampling and can be used where sampling is impossible. Through the use of color, the product may be shown in beautiful settings conveying the suggestion of quality and the prestige of ownership.

Advertisers are finding new uses for color constantly. This is shown by the increasing use of four-color process in sales literature.

THE SHERWIN-WILLIAMS COMPANY HELPS THE BUYER TO SELECT THE PROPER PAINT COLOR BY HOOKING UP THE COLOR CARD WITH ILLUSTRATIONS IN FULL COLOR SHOWING THE EFFECTS THAT CAN BE PRODUCED WITH THE COMPANY'S PAINTS. THE CATALOG NUMBER AND TRADE NAME OF EACH PAINT IS ALSO GIVEN SO THAT THE BUYER CAN ORDER EXACTLY WHAT HE WANTS.

ONE WRITING AUTOMATIC MODERATE AUTOMATIC
STATEMENTS CROSS-TABULATING PRICE SHIFT
AND LEDGER CARRIAGE MULTIPLICATION

CREDIT BALANCE AUTOMATIC A WIDER
FEATURE AND CARRIAGE RANGE
DESIGNATION POSITION OF USEFULNESS
CONTROL

YES!

COMPUTED PROOF AUTOMATIC SPLIT PLATEN AUTOMATIC
WITH ONE WRITING DATE FOR DATE
OF STATEMENT DOUBLE REPEAT
AND LEDGER WRITING

AUTOMATIC SPECIAL AUTOMATIC
DIRECT CHARACTER ITEM
SUBTRACTION PRINTING REPEAT

AUTOMATIC AUTOMATIC
TABULATION DATE
PRINTING CONTROL

The cover of this folder used by the Sundstrand Adding Machine Company gets across the important features of the machine without wasting time. Printed in red and black, this cover has unusual attention value.

How to Choose the Proper Cover Design

THE two pieces shown on this page represent two extremes in cover designs. The booklet issued by Hickey-Freeman Company makes use of a formal design in black and gold on a dull green cover stock. This is in keeping with the subject-matter within which covers the question of correct dress. On the other hand, the cover design of the four-page folder used by the Sundstrand Adding Machine Company is in poster style which matches up with the inside layout.

The latter is more than simply an instance of cover designing in keeping with the spirit of the piece.

It also shows how the cover can be used as part of the sales message. In this case, the features of the machine advertised are printed in black over large question marks in red, the display line, "Yes!" being the answer to these questions. The inside pages are devoted to specific descriptions and explanations to the questions asked on the cover.

Probably the simplest rule to follow in deciding on the kind of a cover design you want for your catalog, booklet, or folder is to consider what the inside treatment will be like and then follow the same treatment in the cover. This

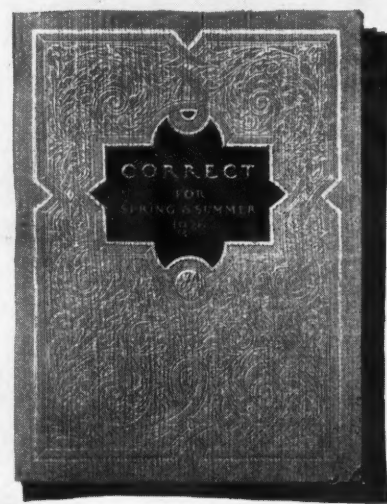
problem is one on which the artist or layout man can be of specific help. Many of the finest pieces of sales literature are designed by experts who carry out every detail in the proper style from cover to cover.

Another factor to be considered is the class of buyer to whom the piece is to be sent. Still another is the product itself and the possibilities it affords in lending itself to decorative treatment as a unit in the design itself.

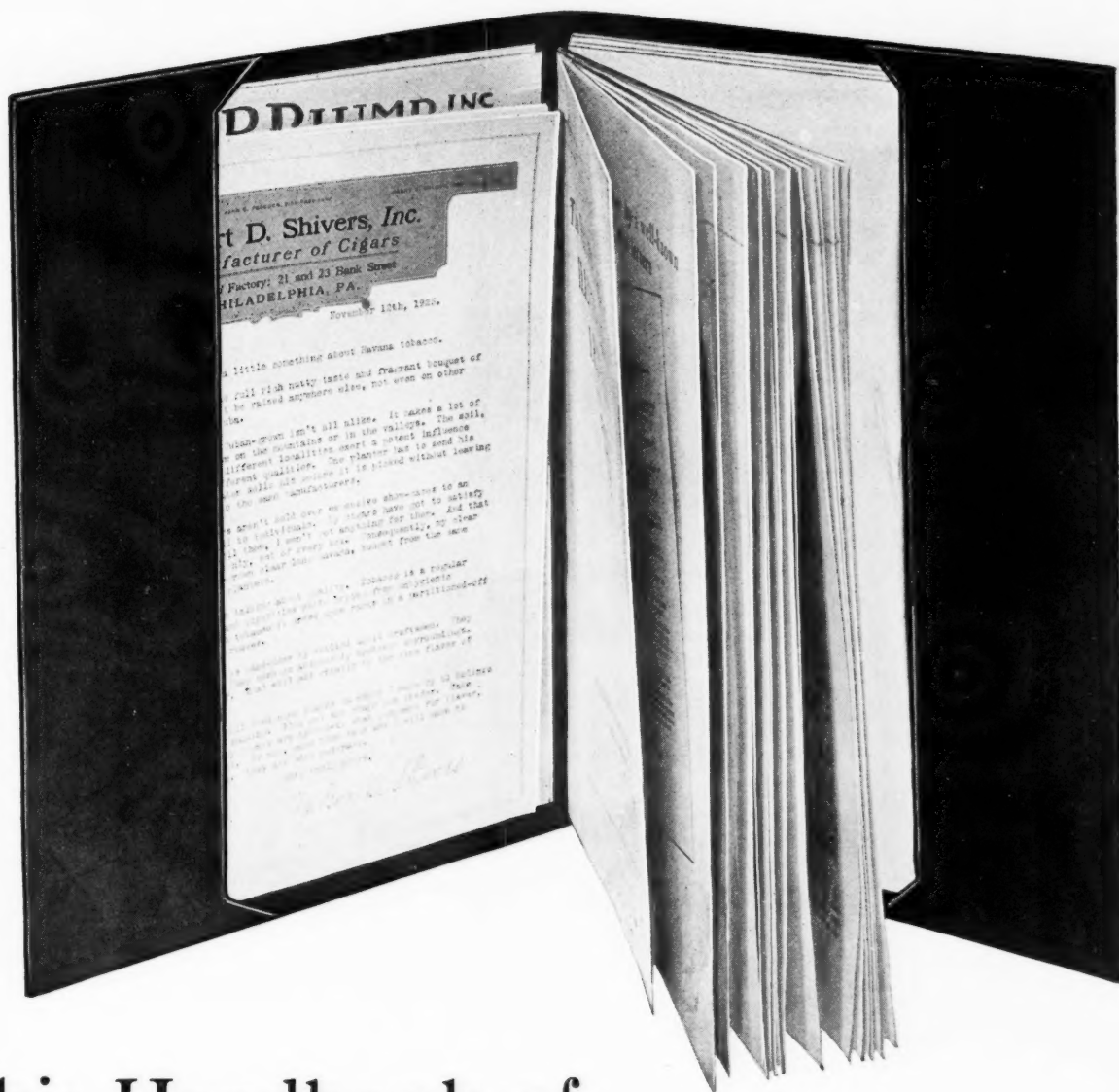
The cover stock itself should also be chosen with discretion. If the catalog or booklet is to receive much handling, the paper should not only be tough enough to stand the wear, but should be of a dark color so that it will not soil easily. Many new and beautiful cover stocks are available and more are being introduced from time to time by the paper manufacturers. The printer can always supply numerous samples of various colors, grades, and types of cover stocks. In many cases, it is advisable to have several blank dummies prepared with different kinds and colors of cover stock. The cover designs should be worked up on these. Then, it is an easier matter to select the design and the cover stock that are most attractive.

Cover designs frequently involve the use of embossing. This may consist of embossing printed words or illustrations, borders, etc. Or,

(Continued on page 231)



For the more formal booklets and catalogs, a cover design of this style is effective. This design fits in ideally with the contents and purpose of this particular booklet, which is devoted to correct dress.



This Handbook of Illustrated Letters Is For You

IN the book shown above, who should use illustrated letters and why, is given a thorough analysis . . . their twelve major uses explained . . . the fifteen advantages listed.

You literally listen to one sales manager after another while he tells his personal experience with the four-page letter. You watch being constructed one of the most masterly and successful letters ever penned.

It tells how one manufacturer merchandises his advertising to the trade each month—how an advertiser makes his letter carry a window display on the inside coated surface—how one concern provides testimonials and pictures of local installations for their agents in industrial centers—how a manufacturer wages a direct campaign to consumers by furnishing their dealers with four-page letters, the first

page carrying the dealer's name and the inside talking the manufacturer's product.

Never before has so much information about this type of sales letter been collected and presented in such a condensed and simple form.

The book will be sent upon request to any buyer of printed matter interested in more effective letters.

STANDARD PAPER MFG. CO.

RICHMOND, VA.

Sole Makers of

TWO-TEXT

for the
ILLUSTRATED

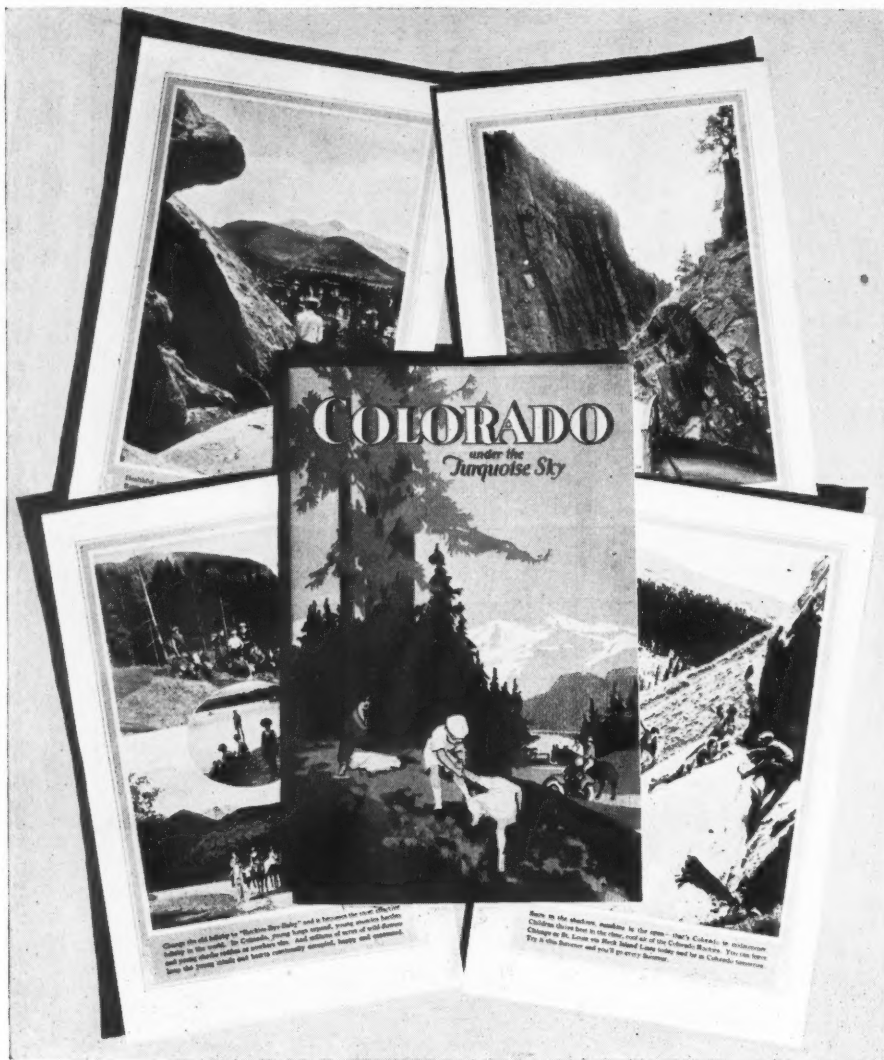
side-a-coated paper-for-the

LETTER

side-a-bond

paper





The Rock Island Railroad leaves the interpretation of natural scenic beauty to the readers of this booklet and thereby makes its sales arguments stronger than would be possible if the description of these beauties had been attempted in type. We are always more likely to believe what we see than the things we hear. In this case, the reader takes a sightseeing trip through the eyes of the camera.

Telling the Sales Story In Pictures

IT MIGHT be said that this is the age of pictures. The success of the tabloid newspaper, the increased use of photographs in all kinds of periodicals, the growth of the comic strip, and even the movies themselves are evidence that the public likes its reading matter in pictorial form.

Shipman - Ward Manufacturing Company has built a catalog along this line, using large photographic illustrations which require but few lines of type to make them effective sales arguments. This method of telling the sales story in pictures has resulted in a marked increase in orders for this company, as compared with the returns from former catalogs built along other lines.

The Rock Island Railroad issues a booklet selling the scenery and vacation advantages of Colorado

which also makes excellent use of illustrations for telling the bulk of the sales story. The copy is limited to a few lines per page giving specific facts. It is not necessary to use lengthy word pictures of the beauty of the mountain scenery because these are so clearly and convincingly shown in the photographs themselves.

A short time ago, a manufacturer was confronted with the task of describing the labor-saving advantages of a new product to be introduced on the market. Lengthy, complicated descriptions would be confusing if these advantages were to be explained in type. Instead, a series of pen-and-ink illustrations was drawn which explained just how and why the product saved labor and inconvenience in a way that the buyer could

grasp immediately even though he could not read English. These illustrations made it easier for the salesmen to sell the product because the buyer could understand what it was all about.

Another manufacturer makes use of photographs to tell graphically the story of the manufacturing processes through which his products pass. These illustrations are more convincing than mere words would be because, in effect, they carry the reader to the factory and he sees for himself through the eye of the camera what actually takes place.

When you have the problem of getting sales information to buyers which it is difficult to express in words, the pictorial method will serve as an effective medium of expression.

The Pair of Legs



You need their help in selling, but don't expect them to do all the work. Some of it can be done better with printing

IN nearly every form of selling the time comes when legs must walk and shoe leather must be worn out. Somebody must go to see someone else.

When this time comes, nothing takes the place of legs and shoe leather; but legs and shoe leather are expensive if used to take the place of printing.

Men to whom you wish to sell, often say, "Send your man to see me; I want to know *more* about your goods."

They seldom say, "Send your man over; I want to know *something* about your goods."

Until your prospective customers already know *something* about you and your goods, they have no desire to see your salesmen.

Better, faster, and cheaper than legs are the booklets, the circulars, and the other forms of direct advertising that your printer can prepare.

A real salesman doesn't like to "go out and ring doorbells," but the postman doesn't mind it at all.

People are glad to get what the postman brings. They sometimes stand and wait for him. And when he brings something beautifully printed by a good printer describing something they need and want, they are glad to receive it and anxious to read it.

Let your good salesmen save their steps to take them where they are likely to make sales.

Let your printer use his presses to increase the number of places where your firm and your goods are known—where people will know *something* and will be ready to hear *more*.

Better Printing and Better Paper constantly and steadily used will make your salesmen's steps more profitable to themselves and to you. It will make more customers turn their steps toward your door.

To sales managers, advertising men, printers, and buyers of printing

Some interesting information on the use of printed pieces in advertising and on cooperation with good printers is contained in a series of books being issued by S. D. Warren Company. Ask a paper merchant who sells Warren's Standard Printing Papers to put you on his mailing list, or write direct to us, suggesting if possible, the special problems of direct advertising on which you need help. S. D. Warren Company, 101 Milk Street, Boston, Mass.

—[better paper — better printing]—

WARREN'S STANDARD PRINTING PAPERS

Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding



THESE LETTERHEADS SHOW HOW A FEW CONCERNS MAKE GOOD USE OF THE TRADE MARK OR TRADE NAME IN THE LETTERHEAD DESIGN. IN REPRODUCING THESE EXHIBITS IN ONE COLOR, OBVIOUSLY A GREAT DEAL OF THEIR ATTENTION VALUE HAS BEEN LOST. HOWEVER, THEY SUGGEST VARIOUS STYLES WHICH MAY BE HELPFUL TO OTHERS IN MAKING UP A DISTINCTIVE LETTERHEAD WHICH INCLUDES THE TRADE MARK OR NAME.

Hooking Up the Trade-Mark With the Letterhead

MANY concerns have worked out successful solutions to the problem of incorporating the trade-mark or trade-name in the letterhead. The specimens shown on this page are but a few picked at random from many examples to show "Sales Management" readers several different methods for doing this.

The International Sugar Feed Company has been successful in developing an attractive letterhead in which is incorporated the trade-marks of six different products. This letterhead is printed in orange and black and, hence, loses some of its effectiveness when reproduced in one color.

All concerns do not have as many trade-marks, however, and in these cases, a letterhead similar to that used by the American Wood Working Machinery Company can be developed. This consists of reproducing the trade-mark in a subdued color, running

the name of the company across it in black, dark blue, or brown.

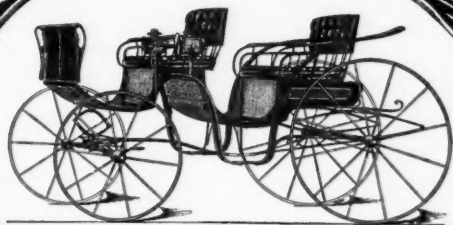
The Liquid Carbonic Company employs its standard logotype as part of the company name in the letterhead and thus avoids duplication. In a similar manner, Lewis-Shepard Company uses its regular logotype. In addition, it also makes use of the letterhead for a display of the products it manufactures. This plan can be used profitably by many other concerns.

The letterhead used by the National Steel Fabric Company illustrates the possibilities for making the product an integral part of the letterhead without suggesting that it was included as an afterthought. Similar designs are possible in other lines and other products, providing a means for getting away from the stereotyped method of simply stringing the products along the right or left-hand margins of the sheet.

There are occasions when the trade-mark alone is sufficient to serve as the letterhead, such as shown by the C. K. Williams and Company letterhead. If the trade-mark is nationally known and recognized, or if it includes the name of the company so that it is clearly legible, this method is a distinctive one. On the other hand, it may be confusing if the design is highly complicated or the company name is obscure.

The letterhead used by The Toy Tinkers, Inc., is an example of artistic treatment away from the beaten path. It includes a suggestion of the product which, printed in bright red, affords real attention value.

These examples are an indication that the business of designing and producing letterheads has passed the stage where the printer took a stickful of assorted type and "ran off" a few hundred copies on the "jobber" while you waited.



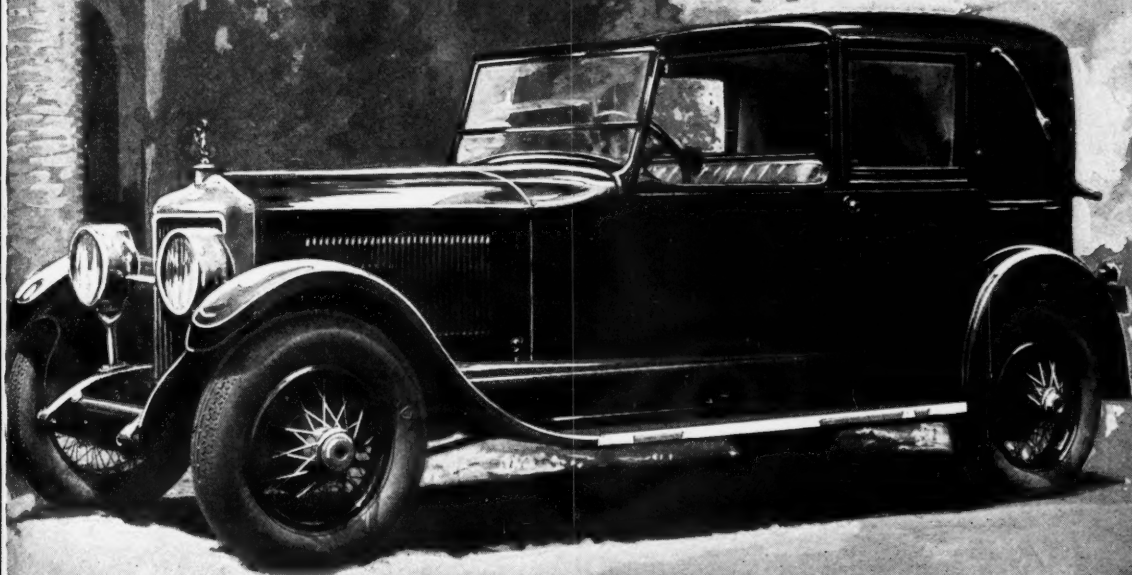
SURREY-PHASTON.

Photo-Engraving *Presents* the Modes in Motors

A Note by James Wallen

History's triumphant processional of vehicles has been portrayed thru engravings. Modern photo-engraving has enabled the automobile makers to keep the public minutely informed of the ever-changing character of their cars—a pictorial panorama of progress.

The booklet "The Relighted Lamp of Paul Revere" gratis on request.



AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO



YOUR STORY IN PICTURE



LEAVES NOTHING UNTOLD



Copyright, 1926, American Photo-Engravers Association

SALES MANAGEMENT—AUGUST 7, 1926



Milk at Its
Best ~
for all your cooking

Page 15

This booklet, produced by the Pet Milk Company, attracts women because of its excellent color work and its dainty page layouts. They keep it for future reference because of the useful information that it contains. This combination of beauty and utility pays dividends for a long time, therefore.

Better Food at Lower Cost. with Greater Convenience

Everyone now knows the importance of the balanced diet—the better food which contains, in proper proportions, all the elements necessary to supply the needs of the human body. Pet Milk in cooking helps to give the diet better than milk in any other form. Pet Milk contains, in their natural state, all the elements that make the human body healthy and maintain it.

And—
—you
of be
dilut
no
tak
s



You can save
on your milk bill.

How to Increase the Life of Sales Literature

AN ANALYSIS of the booklet issued by the Pet Milk Company reveals many suggestions for increasing the life of sales literature and, consequently, extending the period of its effectiveness. The caption of this booklet, "You Can Save on Your Milk Bill," is well intended to arouse the interest of the wife or housekeeper. The product is not mentioned; neither is it shown in the attractive cover illustration reproduced in full color. It is necessary to open the booklet to find out more about it.

The first page contains something that is needed in more booklets and catalogs and that is an index. The reader will keep this

booklet for future reference because she can find quickly and easily the information she wants by means of the index. At the same time, it provides an outline of the information given on succeeding pages and gives the reader an opportunity to jump to subjects in which he or she is vitally interested without wading through pages on other matters and thereby gradually losing interest.

One of the important features of the booklet which keep it alive indefinitely are the facts, formulas, and recipes which it contains. Of course, these are designed to promote the use of Pet milk and build up sales. However, because of their utility value they also build good

will and are more effective than forty pages of sales arguments and claims for the product could possibly be. The recipes are arranged so that they are accessible for quick reference.

An added attraction is provided through the use of illustrations in full color, beautifully printed by the offset process. The type arrangement, type faces, and page layouts are carried out in good taste and help to build a stronger impression of quality.

The Pet Milk Company's booklet proves that effective sales arguments, useful suggestions, and practical information can be combined in an attractively illustrated single piece of sales literature.

TIME WAS SHORT—Long Distance *bought* \$ 12,000

WORTH OF LUMBER



A LUMBER and mill-work concern of Bridgeport, Connecticut, needed a quantity of spruce lumber, of a kind then very scarce. They received a tip that a desirable cargo was about to land in Boston. How could they get to it before it was sold? . . . A long distance call got the lumber just in time and it was shipped immediately—200,000 feet; value, \$12,000.

MEN, in an ever-increasing range of businesses, are learning the economy of Long Distance. In buying. In selling. In making difficult appointments. Where something must be done now or not at all. In those numerous emergencies where expense must be cut, where more miles must be covered and more people interviewed. Every day American business men handle thousands of transactions by Long Distance. Adjustments and purchases are made. Numberless business details are attended to. And a call is often the most economical as well as the quickest way to get a thing done.

It may be that your concern has not tested and learned the usefulness of the

telephone to distant cities and towns. Do you think of it only when someone is wanted in your own city or near at hand? The greater the distance, the greater the service! The telephone can often save you a tiresome trip around many states, just as it constantly saves you walks over town.

Has a special study ever been made to learn the ways in which Long Distance can serve your business? Our local Commercial Department will gladly make such a study free. In the interim, what distant man or concern would it be to your advantage to talk with? The instrument on your desk will connect you, regardless of the distance, now. *Number, please?*

BELL LONG DISTANCE SERVICE



A Catalog That Sells Quality

MANY pieces of sales literature fail to "put the best foot forward" because they are written with the assumption that the buyer knows more about the product and its uses than is actually the case. This is due to the fact that this literature, in most instances, is prepared by those within the business who have lost the proper perspective.

The Murdock Manufacturing & Supply Company has issued a catalog on outdoor drinking fountains which brings this point out clearly. Instead of taking it for granted that the buyer knows all about the conditions which affect satisfactory operation of outdoor devices of this kind, the catalog first describes in detail the abuse and exposure that an outdoor font must endure before it explains how Murdock fountains are built to stand up under these conditions. For this reason, the buyer is able to understand more clearly the reasons for many of the construction features of the product.

One of the best quality arguments that can be offered for many products is that they are built better to withstand severe usage. If the buyer is ignorant regarding the details of what is likely to take place while the product is in operation, the "price" salesman finds it easy to sell him the cheaper product. On the other hand, if the buyer is fully informed on these matters, it is easier to show him why this or that part is made of better material or heavier weight in order to provide for longer and more satisfactory service. When this is done, the matter of comparative price becomes of lesser importance, because the buyer can see the advantage of better construction.

The advertising agency or direct mail organization frequently is able to open up new lines of sales appeal which the manufacturer, through his close connection with the business, may overlook or take for granted. This is true because, in the course of taking on an account, the agent or direct mail organization must first sell itself on

the product much the same as the buyer. In digging out the facts regarding the product, its uses and its market, the trained advertising man is quick to grasp those which offer the greatest sales appeal. This is where a trained advertising organization is of real help even to the manufacturer who has spent his life in an industry and feels that he is thoroughly acquainted with all its details.

Real sales literature does not begin nor end with a description of the product, even though this may be covered in detail. The buyer wants to know the reasons for each construction feature and how these features will result in profit or satisfaction to him. Otherwise, he either makes a blind selection or a competitor sells him on other features or on price.

In the early days of the motor

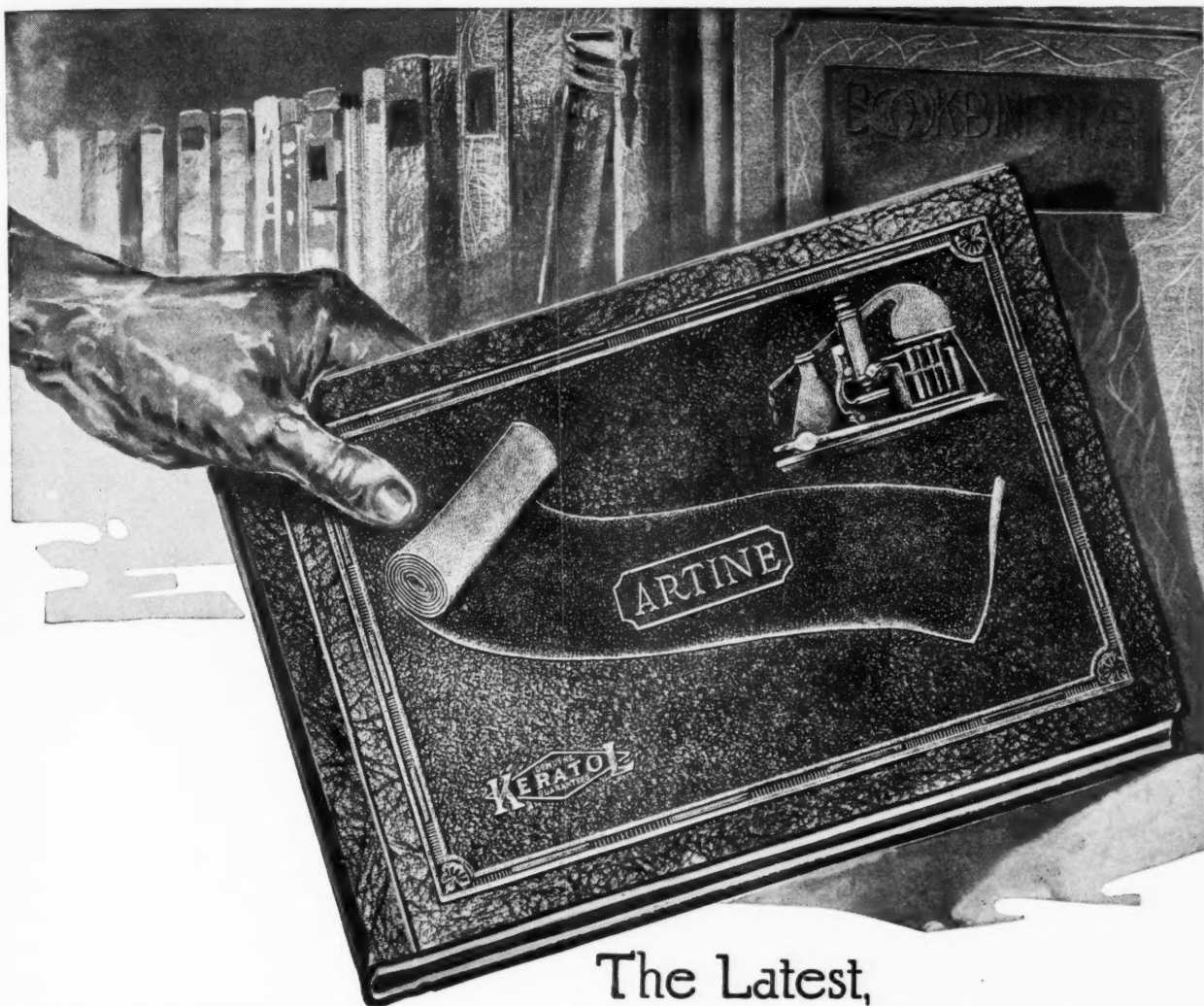
car industry, automobile sales literature consisted mainly of engine, chassis, and body specifications. Today, the motor car manufacturer sells transportation instead of castings, nuts, and bolts. If he introduces a new mechanical feature, he sells its advantages primarily, leaving details of construction as a secondary appeal.

The buyer who selects a cheaper product because "it is good enough for him" has not been properly educated as to the use and abuse of the product and the importance of getting the best quality obtainable. Sales literature like the Murdock catalog is successful in selling quality because it proves the need for quality.

It clears the reader's mind of all doubts as to why the quality product is worth the extra price asked for it.



The Murdock Manufacturing & Supply Company gives its catalog title a sales appeal instead of using the orthodox style of caption and cover design. The inside pages sell quality by first pointing out the necessity and value of quality design and construction in meeting the severe use and abuse to which the product is usually put.



The Latest, Most Economical and Most Beautiful Addition to Your Bookbinder's Library — Let Him Show You

WITHIN the month your bookbinder has become acquainted with Artine and the new process of making True Art bindings for catalogs, sales manuals, portfolios. He is now prepared to show you this handsome volume explaining and illustrating the beauty, economy and selling power of Artine covers for your sales literature.

Exceptionally Artistic

Artine is a new creation, perfected in the Keratol Technical Laboratories and now for the first time available to you thru your bookbinder and catalog publisher. It is a material which makes beautifully embossed and colored bindings practical for every catalog and sales portfolio. If you want your "printed salesmanship" to possess character and individuality, **CONSULT YOUR BOOKBINDER REGARDING ARTINE.**

Exceptionally Economical

You will understand why Artine covers are economical when your bookbinder points out the saving in equipment and operating costs which Artine provides. The expense of spraying the special coloring, heretofore required for results in any way approaching Artine, is eliminated. To you this means better bindings at less cost. *Get the figures before you.*

Your bookbinder is ready for your inquiries regarding Artine. Call him in.

The Keratol Company

194 Clifford and
Keratol Sts.



NEWARK,
N. J.

Free Booklet explaining L M S unusual Warehousing Plan mailed free on request

Warehouse Storage at unusual saving

Here's real news! Storage rates in Britain from one-half to one-seventh of current American rates.

You can save money right now on shipments to Britain by using the new L M S storage service. The L M S owns and operates 350 storage warehouses at its terminals in practically every important industrial center throughout Britain. Storage capacity exceeds 100,000,000 feet. Direct rail connections between warehouses.

The L M S is the only British Railroad serving with its own railroad all major British ports. All merchandise is delivered right through to store door with its own teams and trucks. 1,300 motor trucks and 10,000 teams continuously employed.

Recently a prominent American Exporter sold merchandise to a British customer for future delivery. He shipped directly to the L M S warehouse in buyer's home town in England where it was held at a mere fraction of cost which same storage would be anywhere in the United States. Delivery of the merchandise was given to buyer by special L M S motor truck service on exact delivery date.

In addition to the example quoted, authentic bulletins will be published from time to time demonstrating how L M S Service assists American business. Watch for the next example—it will pay you!

LONDON MIDLAND & SCOTTISH

RAILWAY OF GREAT BRITAIN

THOMAS A. MOFFET

Freight Traffic Manager in America

One Broadway

New York City

THE ONLY BRITISH RAILROAD WITH AN
ACTIVE FREIGHT DEPARTMENT
IN AMERICA



Some conception of the size of the McGraw-Hill Publishing Company's book may be secured by comparing it with the young ladies on either side. Size played a large part in the success this book achieved in the hands of prominent executives.

Can Size Be Overdone?

IF THE experience of the McGraw-Hill Publishing Company, Inc., is any criterion, the answer to this question is, "No." The executives of this company, after many considerations pro and con, decided that one of the best methods for securing attention to an important direct mailing was to make the piece so large that it simply couldn't be overlooked and pushed lightly aside.

This company's publicity plan called for the merchandising of its complete year's campaign in business newspapers to important business executives in folio form. Each advertisement was full page newspaper size. To reduce this to the size of the average mailing piece would not only impair its legibility, but would probably identify the mailing packet as advertising material and side-track it on some secretary's desk. So it was decided to use the original newspaper plates and bind the flat reprints in stiff board covers.

Accordingly, the book was made 19 by 25 inches in size. The shipping weight was six pounds, and the postage cost averaged twenty cents per book. Results were watched carefully as an indication

of the effectiveness of the large book as compared with smaller pieces issued in previous years.

Comments from important executives, both written and in person to McGraw-Hill salesmen, showed that the matter of size was not overdone, and that the book had made a definite and favorable impression. In practically 100 per cent of the cases, the book received the personal attention of the individual to whom it was addressed. This, of course, was exactly what the book was designed to obtain.

The book itself was preceded by a letter of introduction to each of the 1,600 executives to whom it was sent. The list was made up of executives in manufacturing companies, advertising agencies, and banks and deans of marketing schools.

This experiment in size should be of interest to other direct mail advertisers in other fields. It is but one of many variable factors that can be applied profitably in changing the pace in direct mail campaigns. Color and form are also important.

The McGraw-Hill book, for instance, is a dignified, substantial piece and was designed so in order

that it might be in keeping with its surroundings in the offices of prominent executives. In other cases, a more informal handling and the introduction of bright colors will produce satisfactory results.

In reality, of course, size can be overdone. For instance, if the McGraw-Hill Company, Inc., or any other concern were to use a series of several large mailings, the contrast would be lost as well as much of the effectiveness. Another point to be considered is that pieces of this size cannot be filed in ordinary cabinets. Therefore, if the material is intended for future reference, it should be confined to a size that will permit filing in standard equipment, or else so designed that it can be folded easily into convenient filing size.

In the last analysis, size alone cannot be relied upon as the force which puts the sales message across to the reader. The McGraw-Hill book contains a message of interest and importance to those to whom it was mailed. Size can attract attention and arouse curiosity. After that, the continued interest of the reader will depend upon the sales arguments themselves and the manner in which they are presented in word and picture.

Selecting the Proper Cover Design

(Continued from page 220)

it may merely include a design or illustration simply pressed into the paper. This is called "blind embossing." When embossing is to be used, the paper stock should be selected which lends itself to this purpose or difficulty will be encountered when the embossing is done.

Many beautiful covers are now produced using a flat surfaced paper with a dull coat or nap, the design being printed in soft, pastel shades. In other cases, a rippled or leather effect in the paper provides an ideal basis for the design. If you want to see the many colors and kinds of cover stocks available, ask your printer to show you his samples.

A CHICAGO mail order house issued two catalogs identical in copy and illustration, but one in black and white and the other in color. The color outpulled 15 to 1. Color usurps 36.37 per cent of the advertising space in the *Saturday Evening Post* and 44.64 per cent in the *Ladies' Home Journal*.

Try Color In Your Sales Letters

Color in sales letters, like color in display advertising or other printed literature—brings greater results. With *two-color processed letters*, you can

Emphasize IMPORTANT WORDS OR SENTENCES IN RED OR BLUE.

Make YOUR LETTERS DIFFERENT FROM THE ORDINARY.

Put life INTO YOUR SALES LETTERS.

Campaign processed letters when filled in, compare very favorably with typewritten letters—in fact it takes an expert to tell the difference.

Samples and prices of one and two color processed letters will be sent on request

The CAMPAIGN PRESS

DISTINCTIVE DIRECT ADVERTISING

107 N. MARKET STREET

FRANKLIN 4670

CHICAGO

PROCESSED
LETTERS

PRINTING

"INDIVIDUAL
NAMEPRINTING"

How to Build a Mailing List

TWO important factors affecting the success of every advertising campaign are:

1. The Medium
2. The Circulation

When you select a magazine or newspaper as the medium, the publisher furnishes a definite circulation statement. In fact, he bases many of his sales arguments on the quality and quantity of the circulation.

When you use Direct Mail as the medium, circulation (your mailing list) is likewise an important consideration. The selling power of your sales literature is so much wasted effort and expense when it is mailed to those who have no use for the product, or cannot afford it, or who have died or gone out of business. Yet many direct mail campaigns fail to produce maximum results because the mailing list is loaded with "dead wood".

Building up a live mailing list is the real foundation of success in Direct Mail Advertising. The Cargill Company has prepared a booklet containing simple suggestions for securing and checking names for mailing lists which will help you to increase the quality of your Direct Mail circulation and, thereby, secure bigger results through the use of this medium. A copy is yours for the asking.

THE CARGILL COMPANY

ADVERTISING
SALES PROMOTION
Complete Printing Service

GRAND
RAPIDS,
MICH.

*Send for
your copy
now
while the
supply lasts*



The new catalog of the Shipman-Ward Manufacturing Company takes the buyer through each sales point by means of photographs, thus exemplifying the engravers' slogan, "Your story in picture leaves nothing untold."



When Dealer Helps Fail to Help

(Continued from page 218)

and for statements of selling points, letters of this type may serve to get the dealer started on compositions of his own. But, for general use by all dealers, regardless of the size of the store and the town, letters such as this lack personality and local atmosphere. The reader knows he is getting a "canned" message for he knows as well as he knows his own name that Joe Brown, the local retailer, couldn't write a letter like that if he tried for a year. For that reason, the letter fails to exert the personal appeal that might be secured by a few well chosen words from Mr. Brown himself.

The men who prepare dealer sales literature and map out local campaigns should first prepare themselves by spending some time behind the counter in typical small towns. They should work shoulder to shoulder with the dealer and his clerks, not as they think he

should work, but as the business is actually conducted. Part of this time can be spent profitably in "waiting on" the town trade, and listening to their objections and their preferences.

Then, when they go back to the factory to prepare dealer helps and advertising portfolios, they can give the dealer specific help with material that will fit in with his situation ideally. The result will be that more retailers will use the material that is prepared for them.

All too often these dealer advertising portfolios contain captions such as, "This letter will bring a rush of buyers," or "This window display will bring crowds to your store." Perhaps these statements are true, but, then again, maybe they would be true provided every dealer ran his business according to the ideal plan that is laid down for him. The danger of overselling is great for it has serious reactions.

Sales Managers Control Advertising

(Continued from page 187)

hand in hand. We find that this is necessary because all modern business executives recognize that sales propaganda in the form of advertising has to be changed to meet the sway of the people's mind from one direction to another, and no one can anticipate this quicker than the sales manager. For instance, a certain period of the year or a certain year may be ideal for new equipment, whereas the following period is ideal for corrective changes to old equipment through modernizing part of it."

A Brooklyn executive says: "From my observation, I believe that there is a tendency to combine advertising and sales, for in the final analysis they are one and the same, advertising being printed salesmanship."

Both Sides of the Question

From Indiana comes this opinion: "The writer's experience has led him to believe that the best results are obtained by advertising being very closely connected with the sales department. While a sales manager would probably not care to be burdened with all the details incident to advertising, or even to handle the more important parts of that department, any line of advertising should be prompted and directed by the sales manager."

A California man offers this opinion: "We are in agreement with the tendency to combine advertising and sales under the man responsible for sales. In our opinion it is not only wasteful but contrary to the principles of organization to do otherwise."

A Kansas manufacturer suggests: "The centralized authority for advertising should be in the hands of the sales manager, as he is in closer touch with the sales condition and knows more about what kind of advertising to use and when to advertise."

A Denver man states his experience thus: "A few years ago I was connected with a manufacturing company in St. Louis in charge of sales and my experience with that

concern and also my further experience with this company very strongly indicates to me that at the very least, control of advertising should centralize in the sales department."

The other side of the question is presented by a Seattle sales manager, who says: "The general trend is now to make the advertising a specialty department, especially on the part of the larger concerns for doing advertising in any particular volume. There is no question at all but what advertising and selling are two distinct departments, and while a man may be a good sales manager he, on the other hand, is liable to be a very poor advertising man. Advertising is a science of its own."

A big Chicago concern tells us that the two departments have been separated because the sales manager was compelled to be out on the road so much of the time. Both the sales manager and the advertising manager report to the general manager, whose duty it is to coordinate their efforts.

Favors Full Control

The president of another large Chicago company sums up the matter excellently in these words:

"From our viewpoint the best results in advertising can be obtained by the sales manager having full and complete control of all advertising.

"It is granted that the technique of the advertising game can undoubtedly be best handled by an advertising expert who has devoted his entire thought and ability to the finer points, but the fullest benefit of his services can only be secured when he is under the control of the sales manager upon whose shoulders rests the responsibility of securing orders.

"The sales manager knows better than the advertising expert just what class of goods is best in demand at certain periods of the year; he knows which class of trade to appeal to at certain times of the year; he knows when it is the

proper time to put into effect the pressure of his advertising campaign for it is only a part of the game of securing business, and necessarily has to work in harmoniously with his sales efforts through other channels.

"Our own experience dictates that the most beneficial results of advertising can be secured by having it under the charge of the sales manager but the details carried out by a specialist."

Question 2, What is the title of the man who has general charge of sales?

	Regulars	Irregulars
Sales Manager	566	656
General Manager	104	159
President	102	150
Vice president	102	121
No title	10	25

One or two points stand out in this analysis. The majority of concerns give the man in charge of sales the title of sales manager. This title is evidently thoroughly standardized by this time. The smaller firms, which supported no man whose sole duty was to look after sales, let the president or general manager care for this end of the business. In many cases the entire output was sold to a few jobbers or even to a single sales agent, which method required no sales department whatever.

Returns on Other Questions

The larger firms, however, showed indications of giving the sales manager the title of vice-president in charge of sales. This is in line with the findings of other surveys and probably represents a definite tendency.

Question 3. To whom does he report?

This question did not bring out much of interest. The replies stated that the sales manager reported to the president, general manager or directors, as would be expected. The majority reported direct to the president, but 163 said that he reported to the directors. One hundred and seventy-three reported to no one, as they were presidents,

general managers, or owners of the businesses.

Question 4. Who reports to him?

This question naturally brought out a variety of replies. Of course, the salesmen and district managers were mentioned, where they were a part of the organization. One hundred and forty-seven said the advertising department or advertising manager reported to him. Only six mentioned the shipping department, which some sales managers feel might logically be placed under their jurisdiction. And only five listed credits and collections, although it is a familiar fact that many salesmen help out on collections to a considerable extent. However, it is still doubtless customary to place the credit function under the financial head of the business, where the firm is large enough to justify a separate credit department. Collections usually go with credit, although a distinction may sometimes be made, placing collections under the sales department while credits remain under the treasurer.

Selecting an Agency

Question 5. Does he have charge of advertising as well as sales?

	Regulars	Irregulars
Yes	756	976
No	128	135

Among the nearly one thousand who stated that the sales manager had charge of advertising, there were fifty-two who qualified the statement somewhat, indicating that his authority was merely supervisory and not active. However, the weight of custom seems to be overwhelmingly on the side of giving the sales manager charge of the firm's advertising.

Question 6. If he does not have charge of advertising, to what extent is he responsible for the conception and execution of advertising policies?

This elicited one of the most interesting group of replies. We shall list the "Irregulars," which is the largest group.

Has full charge.....	771
Has qualified charge.....	205
(1) Supervisory	88
(2) Supervisory, but consults pres.....	84
(3) Advisory	11
(4) Cooperates with adv. dept.....	22
Does not have charge.....	135

(1) Consults with president.....	16
(2) Advisory	55
(3) Cooperates with adv. dept.....	25
(4) No responsibility whatever.....	39

This table explains itself, showing that, out of 1111 firms, only 39 are so organized that the sales manager has no voice at all in advertising matters.

Almost 70 per cent of these give full charge of advertising to the sales managers, while only a little over 3 per cent give their advertising managers free rein without consulting the sales manager.

Question 7. What does he have to do with the selection of the advertising agency?

The Choice of Media

Of course, some of the firms used no agency, either because their advertising was very limited and specialized, or because they used trade journals which allowed no agency commission. Altogether, 420 said they used no agency.

This leaves 691 firms which did use agencies.

Sales manager has full charge.....	342
Sales manager consults executives.....	210
Sales manager advises with advertising department	57
Sales manager has nothing to do with it	82
Total.....	691

The selection of an advertising agency would seem to be a trifle more specialized task than some aspects of selling, and it is to be expected that the advertising department would have more of a voice than in the matter of broad advertising policies. In spite of this, the sales manager seems to be the key man whom the agency must reach to land a new account. This is especially true of the smaller concerns, some of which are represented in the above tabulation.

Question 8. What does he have to do with the selection of territories for intensive advertising cultivation and the choice of media to be used?

Forty-two firms reported that the sales manager had nothing to do with this. Twenty-eight more said that they advertised locally only, so their replies would mean nothing. Four hundred and four sales managers had full charge of this function, while two hundred consulted with the executives about the matter. One hundred

and thirteen advised with the advertising department.

Here again it would seem to be the sales manager who makes the decisions on these broad questions of advertising policy.

Question 9. What does he have to do with the choice or approval of advertising media of a national or general nature (general magazines, farm papers, dealer helps, trade journals, etc.)

Only one hundred admitted that the sales manager had nothing to do with it, and some of these stated that they did not use this kind of advertising. Three hundred and eighty-two had full charge, while 224 others consulted with executives. One hundred and fifteen advised with the advertising department on the selection of media.

There would seem to be a hint to the space salesman in this fact. Perhaps the advertising manager has not full authority to buy space, although at times he may try to give that impression. This is a problem which every salesman has to face at times, and anything which will give him a hint as to the trouble is welcome.

In conclusion, the results of this survey would appear to indicate that the sales manager, in a large proportion of concerns, exercises considerable authority in matters pertaining to the advertising policies of his firm. This is, undoubtedly, more likely to be true of smaller concerns than of the large ones, for specialization of duties has not been carried so far in these firms. However, even in the larger companies, it is clear that advertising is thought of as a part of selling, and logically is supervised by the sales manager.

Creighton J. Hill, of Babson's Statistical Organization, Inc., predicted one of the best years in the history of the business in his address at the first annual Gorham Sales Conference for Retail Jewelers recently held at Providence, Rhode Island.

Mr. Hill expressed a belief that although the balance of 1926 would undoubtedly have its ups and downs, it would nevertheless be one of the best years ever experienced by the retail jewelers of this country.

In the recent Prize Contest for the Best Advertisements Written by the Publishers of Country Newspapers, this advertisement, by

H. C. KING—*The Record*

ELKTON, SOUTH DAKOTA

Was Awarded Third Prize of \$25.00.

You, Too, Can Cash In On Country Newspaper Prestige

NOT only does the country newspaper of America offer national advertisers a prestige it has earned through many years of friendly service in community development, but it is rich in good will. Ninety per cent of the English-reading public **READS** the country newspaper, and reads it more *closely* than any other publication is read.

The Country Newspaper does not require a David Lawrence or a "best seller" to **MAINTAIN READER INTEREST**. Rather is **READER INTEREST MAINTAINED** because the Country Newspaper is the chronicle of the daily lives of the people who make up the community.

It is the history of a people whose industry has ever been necessary to progress. The commonplace, perhaps, but the commonplace that bulks larger in the making of America than the headlined stories of gang wars and sudden disasters.

Come to Country America Some Saturday

See the long strings of automobiles as they come into the towns for the Saturday shopping. Millions upon millions of dollars of merchandising between people who know each other's first names. Country America is not a cheap buyer, but **BUYS QUALITY**.

The Country Newspaper is the **FRIEND** of its millions of readers. The national advertiser who uses it consistently will secure for his advertising that careful consideration and friendly interest which is inherently a part of the good will of the Country Newspaper. Thru it he can reach markets where hundreds of millions of dollars of merchandise are sold annually.

Forty-seven millions of America's people can be reached by the Country Newspaper—and these forty-seven millions buy approximately 60 per cent of all the merchandise sold by American stores.

No other medium offers so much. No other medium can do more.

The country newspapers represented by the American Press Association present the only intensive coverage of the largest single population group in the United States—the only 100% coverage of 60% of the entire National Market.



Country newspapers can be selected individually or in any combination; in any market, group of states, counties, or towns. This plan of buying fits in with the program of Governmental Simplification, designed to eliminate waste.

AMERICAN PRESS ASSOCIATION

Represents 7,213 Country Newspapers—47½ Million Readers

Covers the COUNTRY intensively

122 South Michigan Avenue
CHICAGO

225 West 39th Street
New York City

68 West Adams Avenue
DETROIT



EDITORIAL COMMENT



Map Tacks That Mean Nothing

In the City of Brotherly Love, we tried to spend a dollar for a certain widely advertised mechanical pencil. We had to call on four stores before we found one. The fifth store was one of the most modern and best stocked drug stores in downtown Philadelphia. The other four all had expensive locations and seemed busy. In those four stores there was a total of probably one hundred dollars' worth of pencils on hand. None of them had the widely advertised dollar pencil. None of the clerks tried to sell a two dollar pencil, or any other kind of a pencil, except one soda clerk who suggested a fifty cent pencil.

Is it possible we visited the only four stores in Philadelphia where these pencils were not in stock? I have seen the sales department of this pencil manufacturer. I have looked with awe upon the huge, well tacked map in the sales manager's office, and the big files which bulge with complicated sales reports showing wide distribution. To look at the map you would think you could buy these pencils in every garage, drug store, filling station, delicatessen shop or hairdressing parlor in the land. On maps and on salesmen's reports there is nothing to be desired by this company so far as distribution is concerned.

Here is a suggestion to this, and many other sales managers: Grab a handful of tacks out of the map, and a handful of reports from the corresponding towns. Armed with these alleged facts, visit the towns and try to buy your company's products. Ask a few questions of the clerks; find out how long it has been since a salesman called, and see the tarnish on the goods offered for sale. You will come back a wiser—and perhaps a sadder—sales manager.

A New Task for Advertising Men

When the Associated Advertising Clubs of the World held a convention in Philadelphia in June there were approximately one-fourth as many delegates in attendance as there were some years ago when the convention was first held in Philadelphia.

Yet there are many more men and women engaged in advertising work now than ever before. What does this indicate? That the men and women who are responsible for advertising have failed to get anything out of past conventions? Or does it mean that the club movement has lost its interest? At one session it seemed as though one-fourth

of the audience got up and walked out immediately after the first speech was ended. Many sessions were poorly attended. Many men went to Philadelphia without attending any sessions of the convention. Why? We do not pretend to know the answer, but it seems to us that perhaps it was because most of the talks were woefully similar to dozens of talks in bygone years. There was little of vital interest in the program—nothing to make the delegates talk—nothing to excite them. There wasn't even the fight over the next convention city. Everything was cut and dried, with no element of fight or surprise.

President Woodbridge advanced an idea which may be the means of reviving interest in the advertising conventions. He wants the clubs to take up the task of selling advertising to the world. Here is a big idea—one that is constructive and sound.

Old traditions die hard and millions of people still think of advertising as a pastime consisting largely of clever phrase making. They have completely missed the business side of advertising which has nothing to do with the more spectacular phases which the public thinks of. The public knows little of the economic value of advertising—of its contribution to better distribution, higher living standards and national prosperity.

To enlighten the public concerning the fundamentals of advertising will be a big task, but not too big if the clubs put shoulders to the wheel and enlist the leaders of the business in the work.

The Croakers Were Wrong Again

Do you remember back in January how all the business forecasters shuddered when they mentioned the last half of 1926? Glowing optimism prevailed concerning the first six months of the year, but they all spoke of the last half of the year as though a calamity of some kind were sure to befall us.

Reports from all parts of the country fail to show any perceptible slackening in business, now that we are in the last half of the year. Nothing untoward has happened. Business and plenty of it is available for all who go after it. The sales managers of the country who are working full tilt, instead of reading doleful forecasts, probably had as much to do with the good business that prevails today as anything else. And business will be good as long as these same sales managers keep their men working.

Coordinating Sales and Factory Activities

(Continued from page 190)

7. Frequently accepting compromises which will decrease costs, even if this necessitates sales changes.
8. Introducing methods which will fill in the valleys between peaks of seasonal demand.
9. Anticipating the launching of new products and allowing adequate time for their production.
10. Abolishing or limiting trade practices and customs which are harmful from the standpoint of the factory.
11. Helping to establish and maintain the highest efficiency of manufacturing by knowledge of its best conduct.
12. Looking before leaping into changes.

Profitable Partnership

Repetition is pardonable, if it serves by reiteration of an essential to drive home a basic truth. The sales manager can best act as a partner of the factory superintendent by studying jointly with him the needs and the tactics of the user. Too great or too frequent emphasis cannot be placed upon this all-important cornerstone of successful business. Whether the article be a suspension bridge or a collar-button, the truth remains. The builder of a suspension bridge which sways in a manner to alarm the conservative and terrify the timid is seldom the builder of another suspension bridge in the same territory. The maker of the collar-button which discolors the neck or fails to function is the best salesman on the force of the Kremetz.

It is hard to be fair or even patient with the sales manager who so widely misinterprets his position as to be without desire to comprehend the problems of the manufacturing end of his enterprise. It can be stated positively that no sales manager who refuses to be a partner of the factory

superintendent by declining the opportunity to understand the multifarious problems which must be faced in the production of merchandise, is fair to himself or to his company. For in his visualizing of sales possibilities the sales executive should couple in his imaginings the practical possibilities beside what he conceives to be the needs of his clientele.

Roughly speaking, from the production standpoint of the individual manufacturer, a given article can be produced only as the result of great obstacles overcome; by moderate overcoming of obstacles; with no greater difficulty than other articles already made, or be easier in some or many ways to produce than other items. Until the sales manager has at least a sketchy knowledge of what constitute and what create manufacturing problems, it is clear that only fortuitous circumstances will prevent him from conceiving an idea, perhaps good from a sales standpoint, but most difficult from a production standpoint, instead of an idea good from the sales standpoint and particularly desirable from the manufacturing standpoint.

Responsibility for Inventories

A similar elementary study of the costs of production will save many a heartache, and perhaps many a pitched battle. For the sales manager who blissfully assumes, because nickel-plated attachments are common, that they are inexpensive, is sowing the seeds of what may prove to be a most unwelcome crop. If he proceeds on the basis that there will only be a direct labor cost in connection with a new product, whereas its differing nature would indicate to a tyro the advisability of additional supervision, he is not working as a partner of the factory superintendent. By a knowledge of the problems of manufacture and the elements of production costs, the sales manager can be a most welcome and constructive partner of the factory

superintendent by bringing into being sales methods and tactics which will lift factory burdens. If the sales manager fully realized the complications which follow the introduction of new items, particularly when these are not moved by the killing off of other items, there would surely be a greater degree of friendly cooperation—with consequent increase in profit.

For the moment, assuming that the factory superintendent is held responsible for production quantities and for inventories, no one should question the extreme advisability of the sales manager acting as a partner in both these important activities. Whether it is through the sharing of sales records and the continual passing along of changing trend of sales by items to the factory superintendent, or by special sales effort to move stocks which would otherwise inflate inventories, the sales manager's partnership obligation is clear.

Reforming Worn Out Customers

A volume could be written to cover the type of compromises which the sales manager should accept in order to increase production efficiency and decrease costs of manufacture.

Similarly, it should be stressed that there are in almost every long-established industry trade practices and customs which hamper modern methods of production and which unnecessarily handicap the factory superintendent in his quest for highest efficiency. Many of these harmful trade practices and customs can be abolished. Many more can be limited in small or large degree.

Finally, the sales manager who is a true partner of the factory superintendent will not delay decision until the last moment in connection with the launching of new products, but will first of all look before leaping into changes, and then, so far as it is humanly possible, allow adequate time for the careful production of all new lines.

If you want to be convinced that

Standard Rate and Data Service

is essential for selecting the proper mediums for your advertising campaigns—put yourself in the place of our present subscribers.

STANDARD RATE & DATA SERVICE

536 Lake Shore Drive

CHICAGO

New York

Los Angeles

USE THIS COUPON!

Special 30-Day Approval Order

Standard Rate & Data Service, 192

536 Lake Shore Drive,
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy, on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name _____
Street Address _____
City _____
State _____
Individual Signing Order _____
Official Position _____

How Kraft Laid the Foundation For Sales Leadership

(Continued from page 192)

salesmen went out with a real merchandising idea; here was a five-pound loaf, a convenient unit, easy to handle, packed in a sanitary foil pack, pasteurized to prevent spoilage, the right size for slicing for sandwiches—and dependable in quality. We have always been active in demonstrating our product, but now the salesmen helped dealers work out demonstrations in their own stores, and urged the constant sampling of cheese among customers; they installed window displays, distributed reprints of national advertising, and discussed with the dealer methods through which he could widen markets among his customers.

Developing a Market

"Through our sales force we began to get in some real work in merchandising our product at the point where merchandising was most needed: at the point of sale. Just the year before this we spent \$40,000 on advertising, which, at that time, looked like an exceedingly prodigal sum of money. Since then the advertising program (which has constantly expanded) has been an integral and extremely important part of our sales plan."

Kraft's first advertising, it is interesting to note, was designed mainly to sell cheese—not especially Kraft cheese—to widen the uses for the food, to awaken housewives to the important place it should occupy in the planning of meals. One of the first surveys made by the company showed that the use of cheese in the kitchen was limited almost entirely to three styles of service: with macaroni, as a sandwich filling, or accompanying pie as a dessert. In comparison with the possible styles of serving it plain or in combination dishes, in salads, and in other ways, these popular uses represented only a scratch on the potential market. A wide distribution of recipe books and special cheese lectures before county home demonstrators at food shows and in colleges of home

economics supplemented these efforts. It was, as we have said, at the time of the introduction of the five-pound loaf, that the business began to forge forward at a much swifter rate than it had done previously. Look at the chart reproduced on page 192. The section on the right is a graphic record of net sales since 1910. You will note that between 1910 and 1922 the growth was steady, gaining little by little, but with no spectacular rapidity. Then compare with these years the achievement of the last four years. See that the gain in sales in 1923 over 1922 was more than the gain over the entire period between 1914 and 1922, and the gains since then, commensurate.

This, then, is a simple picture of what a merchandising and advertising plan did for the business. The achievement of the years before is in no way to be disparaged, of course, for it was during this time that the foundations were being laid without which the recent growth would have been impossible. But contrawise, it was not until a careful selling plan and a national advertising program were made to travel in lock-step that the company was able to cash in on the fullest potentialities of its previous missionary and educational work.

Educating the Dealer

"We have always believed," Mr. Kraft said, "that the success of our consumer advertising program depended about fifty per cent on the advertising itself and fifty per cent on the way it is merchandised. The load is evenly divided.

"When Kraft men went out to call on dealers they went out as thoroughly informed cheese experts. From the beginning they have gone to the trade with the idea of selling merchants on the possibilities of an ever-widening market, and a more profitable business in cheese not only for this year, but next year, and the year after that, rather than simply with

the purpose of getting an order for so many boxes of cheese. Our salesman admitted to dealers, 'Yes, you might be able to save a few pennies a pound on cheese in the next year or so, but you will be doing it at the expense of your entire cheese business five years from now.' We hammered persistently on that point of developing a future market.

"Here our compensation plan has a direct relation to our sales plan. Our men work on a salary and bonus arrangement, and the size of their bonus depends on the development shown in their territories rather than on gross sales volume. If they worked on a commission plan, they probably would not be able to resist driving for immediate orders, rather than devoting so much effort to educational work with dealers, which is the very cornerstone of our selling plan. Our salesmen spend a great deal of time with dealers, teaching them how to make use of our national advertising, educating them little by little on manufacturing methods, getting them firmly grounded on Kraft name and quality.

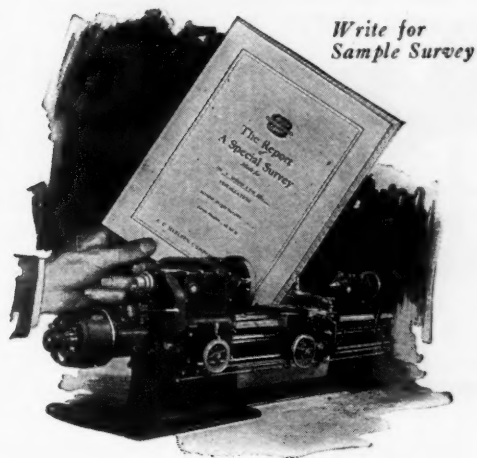
Building for the Future

"Our complete line of cheese comprises some two hundred items; most dealers carry, say, less than a dozen varieties, so there is always more work to be done in getting them to push the less popular and less widely known kinds of cheese.

"From the management end of the business we have constantly made an effort to look ten years ahead and to shape our present plans and policies not so much toward immediate profits as toward solid structure for coming years. And it is from this same point of view that our salesmen attack dealers and jobbers.

"They are talking now about what the jobber's or the retailer's cheese business will be in 1930, or even further ahead than that. They show him how per capita consumption of cheese is increasing (see chart) and how, with it, his own market is widening.

"I remember one jobber in the Middle West we had called on for



A Real Opportunity to Increase Fall Sales

THE FACTS about your product that count most with buyers are the most difficult for you to get—actual performance records in customers' plants, operating costs, unit costs, savings.

The A. C. Nielsen Company will get these facts for you quickly and economically; certified by themselves as independent engineers and by the users.

By Fall you will have all the material needed to strengthen personal sales work, trade paper copy and direct mail.

The leaders in Industry are using *Nielsen Surveys* successfully.

Here is a real opportunity to increase sales by sound and tested methods.

Write the A. C. NIELSEN COMPANY, Harris Trust Bldg., Chicago.

NIELSEN SURVEYS *are now being made on such products as the following:*

Bordrilmils	Mack Trucks	Corkboard
Teromatics	Offset Presses	Candy Machinery
Multi-Au-Matics	Ash Conveyors	Oil Separators
Contin-u-matics	Car Dumpers	Storage Batteries
Tracifiers	Bobbin Cleaners	Air Cooling Systems
DeConcentrators	Gas Furnaces	Pottery Dryers
Ezypresses	Flow Meters	Pumps
Skayef Bearings	CO2 Recorders	Oil Engines
Thermolith	Pulverizers	Stokers
Vorclone Tumblers	Furnace Controls	Engine Hoists
N-B-P Machine Tools	Textile Equipment	Packaging Machines
Clark Tructractors		



"GOSPEL HILL"
"Master Salesmen"
"GOSPEL HILL"
LETTERHEADS

Every "Gospel Hill" Letterhead does much to help put across the thing its owner wishes to accomplish. Thus we call them "Master Salesmen." Users from coast to coast find they outpull ordinary letterheads 6 to 1. A "Gospel Hill" portfolio will prove their value to YOU. Please request it on your business stationery.

The Gols on
"GOSPEL HILL"
MARION - OHIO

WANTED: Sales Executives

The manufacturer of a product two years old, who in that time has revolutionized certain types of work in laundries and dry cleaning plants, has several openings in territories throughout the United States for Sales Executives. These men must be the type of men who inspire confidence, who by their personality are able to attract and hold the interest of leading distributors of laundry machinery and who can work with these distributors' salesmen and close the orders that these men work up.

**\$10,000 to \$15,000
Per Year**

The men we select will make enviable incomes. The minimum probabilities of these positions being at least \$10,000 per year and from thence upward.

The men we select must be capable, personal salesmen, must be able to understand and present a proposition clearly, and must be able to get the order. We pay these men a monthly drawing account against a liberal commission arrangement, advance expenses and continuous advertising support both in national media and direct by mail, is given the man.

If you feel that you can qualify for one of these positions, have the training and ability that will make you a success with our product, write us fully in confidence concerning yourself so that we will be in a position to determine from your first letter whether it will be mutually beneficial that we proceed farther. We must know your complete business history, domestic arrangements, and receive at least a brief personal history.

This matter is one that requires prompt attention so we must urge that interested executives make their application promptly.

Address Director of Sales
Bock Laundry Machine Co.
TOLEDO, OHIO

many months without getting him to buy even a single box of our cheese. Finally he agreed to take ten boxes if we would guarantee to re-sell it for him. One of our specialty men climbed onto his truck and went out, with his salesman, to call on dealers. Together they sold the ten boxes and considerably more. Our men continued to work with this jobber and gradually built up a bigger and bigger business for him. When he reported retail stocks weren't moving, our men went out and called on the dealers he complained about—and usually found there wasn't much cause for the complaint. It was just an alibi. That was four years ago, and this same jobber today has four special cheese trucks on the streets and is buying \$3,500 worth of cheese a month!

What One Jobber Did

"Another jobber in the East started off five years ago with an initial order for fifty boxes, replacing a former cheaper brand he had carried with the exclusive Kraft line.

"We sold him on the exclusive feature, and it's one of the big reasons for his development as a good customer. 'If your man goes into a dealer's store,' we pointed out to him, 'and he has several kinds of cheese to sell, he approaches his buyer in an uncertain, indefinite manner, probably asking him what kind of cheese he needs today. But if he goes in with one brand on which he has a real story to tell, he'll pitch in and do some real constructive selling. His interest will be concentrated, not scattered.'

"This jobber called a meeting of his salesmen and we loaded them with information on cheese and gave them plans for selling it. We showed them our industrial motion picture. Today this jobber orders a car of cheese every ten days or two weeks.

"Our success with the improvements we had already made in the manufacture, packing, and selling of cheese kept us alert to the discovery of further methods of improving the merchandising angles of our product. Take the single instance of limburger cheese. At

the mere mention of it most dealers threw up their hands and declared they wouldn't have 'that smelly stuff' in their stores even if they could make a profit on it.

"Now the fact is that limburger is really a sweet, delicious and extremely tasty variety of cheese; it suffered—and still does, to some extent—from the widespread prejudice which had been built up through the public's acquaintance with inferior varieties not carefully ripened and preserved.

"So we put limburger cheese in tins—and since then in other packaged forms. Then the dealer's objection was overcome and we showed him how he could sell limburger to the housewife at a maximum convenience to himself and to her.

"Limburger cheese has been known for many years, but we developed its merchandising possibilities and gave it altogether a new prestige in the eyes of dealers and consumers."

Meeting Cut Price Competition

The heavy emphasis placed in Kraft merchandising and advertising on missionary work with consumers, and the gradual dignifying of the name, were policies bent toward safeguarding the future for the time when imitators should seek to cash in on the preliminary work the Kraft company had done in opening a market for cheese. Like most tribes of commercial "copy-cats," this competition, when it came, took the form of cut price warfare.

"I believe and I always will believe," Mr. Kraft declared, "that the only way to meet such competition is to keep on making a quality product and keep on selling it at a fair profit through the right kind of constructive merchandising. A business built on a price appeal exclusively is a business built on sand. But a business built on quality will endure long after the price cutters have had the sheriff's sign tacked on the door."

To offset the development of this competition Kraft retaliated by heavily increasing advertising, and the policy back of the advertising was changed from a more general

widening-the-uses appeal to a strong identification of name and trade-mark.

Since 1919 the Kraft advertising appropriation has grown from \$40,000 to \$650,000 in 1925, and this year's appropriation will run close to \$750,000. The amount to be spent for advertising is determined on the basis of the business the company expects to get, rather than as a flat percentage of the previous year's gross sales. If sales run higher than had been anticipated, the appropriation is increased in proportion. Full page color advertisements in general magazines are supplemented by heavy newspaper schedules in more than eight hundred cities, and the advertising appears the year around. The company reports its 1925 outdoor advertising campaign to have been unusually successful; further outdoor space is being used this year. For the first time in Kraft advertising, fifteen business papers were added to the schedule for 1926.

"When our men began to complain a little about cut price competition, we told them what we needed was not less price, but more courage, initiative and resourcefulness," Mr. Kraft said further. "Our experience with dealers who left us for lower priced brands and then returned to us later bore out our theory that a quality product was the only sound basis for a long-enduring business. Many of the competitors who sought business on the other basis have long since dropped off into oblivion because people did not come back and ask for more of their products.

"We have thus laid emphasis on having our salesmen concentrate on educating the dealer himself to become an authoritative cheese man—to supply him with concrete ideas and plans for moving the goods he buys, and to sell him the future of the cheese market. Then when he begins to see his annual cheese business growing in figures which mean more and more profit to him, and he realizes that we have helped him build this business, our contact with him becomes rather a matter of service than of selling. He's our friend for life."

GET YOUR SHARE!

LATE summer business in the Fort Worth trade territory should be the heaviest ever known, because of the marketing of the best wheat and oats crops in the history of Texas. A conservative estimate places the amount of money to be paid farmers in this section for their grain at \$60,000,000. This will tide over the ordinarily dull season between spring and fall, and will be a decided contrast to previous years when the grain yield has been small and the prices low.

Building in Fort Worth is far ahead of last year and will continue big all during the summer, due to the erection of many large and important buildings. The same is true of the adjacent and the West Texas territory, which is building both large and small structures at a big gain over previous years. Building permits in Fort Worth first six months 1926 exceed entire year of 1925.

Retail sales in Fort Worth have gained steadily over last year and promise to maintain the gain throughout the year.

There is no employment problem, both skilled and unskilled being at work.

Oil development will be feverish all summer, due to the opening up of new fields, the demand for gasoline and the good price of crude. The Panhandle is now hitting the high mark in Texas Oil production and is predicted by leading oil publications as the country's greatest oil field.

These and countless other sources of untold wealth are enriching the people of West Texas.

—the people you reach through the great West Texas medium

THE STAR TELEGRAM THE RECORD TELEGRAM

with greater circulation than any other three mediums combined.

**CIRCULATION OVER 120,000
DAILY and SUNDAY**

NO CONTESTS

NO PREMIUMS

FORT WORTH STAR-TELEGRAM

(EVENING)

Fort Worth Record-Telegram

(MORNING)

FORT WORTH STAR-TELEGRAM

and Sunday Record

Charter Member Audit Bureau of Circulations

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Binders for Sales Management

Each binder will hold thirteen copies of the magazine. Each issue as received can be easily and securely fastened in the binder which will open flat like a book.

Made of heavy durable material, bound in Super-Finish Art Leather. The cover is finished in two-tone dark brown Spanish grain with lettering and panels in antique bronze.

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**SALES MANAGEMENT
MAGAZINE**

4660 Ravenswood Ave. Chicago, Ill.

MAILING LISTS

Foreign and Domestic. Can furnish any classified list in any foreign country. Wholesale-Retail-Consumer, etc., any list wanted in U. S. We maintain the only Foreign List Department in this country. Ask for price lists detailing all classification.

A. F. WILLIAMS

Mgr. List Dept.
166 f. W. Adams St. Chicago, Illinois
Established 1880 Phone Franklin 1182

PROVE IT! SHOW HIM THE LETTERS

IF your salesmen could show skeptical prospects the testimonial letters received from satisfied customers—it would remove doubt and get the orders. Don't leave testimonial letters and orders lying idle in your files—give them to your men and increase sales thru their use.

Write for samples and prices
AJAX PHOTO PRINT CO., 35 W. Adams St. Chicago

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

Some Things I Have Learned in Working With Salesmen

(Continued from page 196)

able to approach a public utility with more assurance than if his experience had been entirely in marketing the product to one industry.

Being familiar with many lines also makes better business men out of our salesmen. Our market is one about which it is impossible to generalize. We cannot take a copy of Dun's or Bradstreet's and make up a list of prospects. The salesmen must help us to determine whether a business house can use the Brandt Automatic Cashier. Theoretically, the character of a grocer's business is such that he does not need a change-making machine. If, however, a grocer does a large cash business and employs a cashier he logically becomes a prospect for us. Neither can we ascertain in advance of a call just how good a prospect a bank may be. A very large bank may need only two or three machines, whereas a much smaller bank might be able to use two or three dozen. It depends altogether on the type of business the bank does. To one not familiar with the situation, it might seem as though all department stores could use our product. But this is not the case.

Banks Were First Market

All such facts about our prospects must be found out by our salesmen on personal investigation. The history of this business is a long series of market tests of this character. We have been continually finding out new things about our markets and the application of the product to them. The progress of the company has consisted largely of learning lessons in one field and then using these lessons to extend the business into new territories or new markets.

As I said before, banks were the first outlet for the device. In fact, the product started in a bank. E. J. Brandt, the inventor of the machine and the present head of the company, was a teller in a bank in

Wisconsin. Having to wrestle every day with the problem of handling coins accurately and expeditiously, it occurred to him that possibly a machine could be built to do this work. In the basement of his home he built the first model. That first machine was used in the bank for twenty-five years. It was only five or six years ago that it was retired to become the most distinguished object in the company's museum of models.

The Division Office Policy

Mr. Brandt's notion proved so successful that more machines were made. At first all the machines were sold to banks. Later on this fact proved to be of great help in the extension of the business to other fields. Merchants naturally have a great deal of confidence in the judgment of their banker. When Brandt salesmen were introducing the product to merchants and other business men, they were able to ask their prospects to investigate the practicability of the machine by discussing it with their own bank. Since nine times out of ten the banker said to the investigator, "We use it ourselves," many thousand sales were closed in this manner.

Our division office policy is another matter that has been greatly influenced by our experience. In the office appliance field it is the custom to let the agency manager, or district sales manager or assistant sales manager or whatever he is called, sell in competition with his own men. He is paid a commission on all sales arising in his territory and the usual salesman's commission on all orders he sells himself. We followed this system for a time, but found it made our managers salesmen instead of executives. When branch managers are compensated in this way, they are given an incentive to grab off the easy orders, big contracts and other juicy plums that grow in their districts. There can be no

sales management under these conditions.

By paying the manager only an over-riding commission on all sales in his territory, regardless of by whom the sale is made, we have made our managers real sales executives. The manager does not gain anything by competing with his men. In fact, it profits him more to devote his time to developing the selling ability of his men. The more they succeed, the greater will be his own success.

Any sales executive who will manage his force in accordance with all the opportunities which his work presents, will have plenty to do without trying to star as a salesman, himself. It is true that he may frequently have to assist his men to close a deal, but when he does this it is to help the men and not to compete with them.

Effective Demonstration Schemes

A competent sales executive always works with his men, never against them. It is our conviction that when the manager operates in this fashion, he can efficiently handle only fifteen salesmen. Therefore, when Brandt territories grow to such an extent that it is necessary to have more than fifteen salesmen, we divide the district and open another division.

Ours is a product that can be sold only by demonstration and by graphic presentation. When I first started to sell the Brandt Automatic Cashier, I soon learned the need for such a presentation. It became evident that graphic methods of selling were required to make our arguments effective. Teaching these methods to our representatives is now an essential part of every new salesman's training.

For instance, all of our salesmen are obliged to carry about twenty dollars in change. It is, of course, impossible to demonstrate the machines without change. When I first started to sell the Automatic Cashier it was not so well known to banks as it is today. Frequently in the morning, before setting out on my route, I used to take one of the machines into a bank and set it down on a counter or table within view of the teller. Then I would

DALLAS



—an Ascending City

Dallas. 42nd among American cities in 1920. 37th in 1925. Moving forward.

Nineteenth in volume of business among American cities.* *Seventh* in volume of business per capita.

Twenty-five million dollars more bank clearings so far this year than last. \$150,000 more postal receipts.

More than ten percent increase in family population,

as shown by city utilities connections, this last year.

Dallas lies at the heart of an agricultural area of great wealth, where crops of feed and foodstuffs are now being harvested than which the memory of man recalleth none better.

Marketeers will find in all America no more promising theatre of effort than this.

*Bank clearings for 1925.

*Dallas is the door to Texas
The News is the key to Dallas*

The Dallas Morning News

MONROE LETTERHEADS—

increased their results 90%

The J. A. Stransky Manufacturing Co. of Pukwana, South Dakota, recently wrote us:

"In checking over the letterhead you made for us, we find that in a recent competitive test, your letterhead outpulled a lithographed letterhead nearly two for one. To be exact, 3.8% to 2%."

Letterheads DO make a selling difference. Just like personal salesmen. A well-dressed salesman with a real selling talk outsells an ordinary salesman many times over. And when you see the Portfolio of MONROE Letterheads, you'll understand why they can increase YOUR business. Send for it—today!

MONROE LETTERHEAD CORPORATION

1001 Green Street

Huntsville, Ala.

Radio Manufacturers

Radio Exposition

OMAHA'S THIRD ANNUAL RADIO SHOW will be held the week of September 6th by the Omaha Radio Trade Association at the City Auditorium.

The Third Annual Radio Number of the Omaha World-Herald will be published September 5th in co-operation with the Third Radio Exposition, and with national radio manufacturers to promote an immediate and intense interest in radio during early fall on the part of the Nebraska and western Iowa public.

*Radio Lineage in
the Three Omaha
Newspapers
During 1925—*

World-Herald	254,401
Second Paper	55,951
Third Paper	63,700

*And during the first
six months of 1926
the Radio Lineage
was—*

World-Herald	73,430
Second Paper	8,253
Third Paper	13,636

*The 1926 Radio Survey of the
World-Herald gives a summary of
the reports of 724 individual dealers.
Copy will be forwarded on request.*

Omaha World-Herald

*Largest Circulation
in Nebraska*

O'MARA & ORMSBEE, Inc.
National Representatives

New York Detroit Chicago San Francisco

cash a check for twenty dollars, in coins, and as the money was handed out I would put it in the machine. This, naturally, would arouse the curiosity of the teller. He would ask what it was all about, and of course it was then an easy matter to give him a demonstration.

At another time, at a convention of bankers, our product was on display in one of the rooms of the hotel. The door of the room was kept almost closed. A boy was hired to keep using the machine during the course of the convention. The sound of the operating machine and the clinking of coins aroused the interest of the bankers passing through the corridors. They couldn't resist the temptation to stick their heads in through the half-open door to see what was going on within.

Of course, the product today is so well established that such spectacular methods of demonstration are no longer necessary. Today we do not have to approach a prospect by indirection. Our approach now is as direct as a straight line. A demonstration, however, is as essential a part of the process as ever.

Helpful Selling Ideas

We try to get as much advance information about our prospects as possible before we approach them with a proposition. I heard that a certain department store, using twenty-five or thirty cashiers, was charging off an average of seventy-six cents a day per cashier, as the amount of overage given in change. This represented a lot of money when taken in the aggregate. I approached the owner of the store with our presentation. It was almost impossible to get him to listen. I got his attention, however, by constantly repeating that each of his cashiers was throwing seventy-six cents a day out of the window. I had seventy-six cents in my hand and each time that I made the statement about the cashiers, I made a gesture as though I were about to toss the money in my hands out of the window. This merchant soon succumbed to this presentation.

Another device we have found effective is to have the salesman put the figures they are mentioning on paper. We have a special form for this purpose. The form contains a series of pictures with panels under each picture. The first picture shows a watch being cut in two with the explanation, "Time Cut In Two." It is a fact that an Automatic Cashier enables a girl to make change in half the time. The salesman asks the prospect how much this is worth to him. He inquires, "Is it worth fifty cents a day?" The merchant concedes that it is worth vastly more than that. The salesman then marks down fifty cents in the panel.

A Graphic Presentation

The next picture shows a scene in a store before a cashier. The caption is "Pleased Customers." The salesman asks the merchant how much the good-will of his customers is worth to him by reason of the greater satisfaction they will have because they are waited on with twice the speed. "Is it worth ten cents?" asks the salesman. "Surely," replies the merchant. The salesman then marks ten cents down in the panel. The next picture shows a scale. The merchant is asked if thirty cents is too much to set down as the amount saved by reason of the accuracy of the machine. We have figures showing that the loss per cashier in the average store runs up considerably beyond thirty cents. So this figure is conceded and marked in its proper panel. Next the merchant is asked if the greater satisfaction of his cashier is worth two cents a day to him. "Certainly," replies the prospect.

Adding up the figures, the salesman finds the total saving to be ninety-two cents. Deducting from this the cost of the machine per day of seven cents, leaves a net profit of eighty-five cents. The salesman then goes on to discuss the merchandising aspect of this saving. He asks the merchant what article of merchandise he can buy for seven cents and sell at a profit of eighty-five cents, and thus the demonstration proceeds. Where handled by a well trained salesman, it is extremely effective.

Does Cold Canvass Pay?

(Continued from page 204)

prospects are followed up by more experienced salesmen, and commissions are divided between the man who turned in the prospect's name and the man who closed the sale.

Even in the bond business, where sales are made largely on the basis of customers' confidence in the salesman and his house, which can only be obtained after many calls and friendly interviews, canvassing plays an important part. Kenneth W. Moore, of the American Bond & Mortgage Company, states that each salesman is required to obtain at least two new prospects a week. Before a bond salesman builds up his own list of clients he has to resort almost entirely to making cold calls on persons who are known to be financially able to buy bonds.

Building a Clientele

An experienced bond salesman, explains Mr. Moore, may have as many as 250 clients who buy their bonds from him. He is expected to be their financial advisor as well as a salesman of bonds. In order to retain this clientele, he must increase his number of clients about 20 per cent each year, as there is a natural falling off of clients for one reason or another of between 10 and 15 per cent every year. A salesman with 250 regular customers, for example, would have to add fifty new customers during a year to keep his list from shrinking. The salesman who does not devote a part of his time to straight canvassing in order to obtain his two new prospects a week, soon finds himself without a clientele.

If a bond salesman is not making at least ten calls a day, six or seven of them on old customers and the remaining three or four on new prospects, he is seldom the right kind of a man to have on the force, Mr. Moore has found. After building up a customer list he will get a certain amount of business, whether he canvasses or not, so the value of a salesman is determined by the volume of new business he obtains.

"There is no substitute for canvassing as a method of locating

new prospects," declares M. E. Roberts, manager of the Chicago branch of the Remington Typewriter Company. "A specialty salesman who is successful in selling any type of article must spend by far the greater part of his six working hours each day calling on firms not previously interviewed."

J. R. MacPherson, Chicago manager of the Hooven Automatic Typewriter Company, while agreeing that there is nothing that can be compared with cold canvassing as a means of bringing in new business and keeping a salesman on the alert, believes that a large share of the value in canvassing is lost unless the salesman is thoroughly trained in his approach to the prospect. He must know how to get past the girl at the switchboard in the outer office without telling her enough about his business to justify the man he wants to see in refusing to talk to him. He must know how to arouse and increase the interest of his prospect against the handicap of bringing a new proposition in to him unannounced.

Favors Canned Selling Talk

This can best be done, according to Mr. MacPherson, by a memorized sales talk which is applicable to all conditions the canvasser will meet. The salesman working an office building, for example, will leave one office and go in another to talk to a man of an entirely different type. On the spur of the moment he cannot readjust an extemporaneous selling talk to fit this new situation, so he must have an approach which will fit all circumstances.

A salesman can do more harm than good in going to see a prospect without being able to start right in on his sales talk and lead gradually up to some definite objective, continues Mr. MacPherson. Not only will the salesman lose his time, but the man he attempts to interview will have a decidedly unfavorable opinion of any salesman who drops in to see him and has no definite, clearly defined message to present.

Chicago's Big Downtown Warehouse



**CLEAN, AIRY,
WELL-LIGHTED FLOORS**

***Warehouse Space
and Offices to Lease***

Insurance 17.7c per \$100 per year.
Negotiable Receipts

ISN'T it a fact that one of the big problems of selling today is in getting goods delivered when needed?

That is where the WAREHOUSE comes in. It is a great help in this respect. No matter where your goods are manufactured; whether in Japan, New York or Chicago.

Right now your salesmen, in this territory, are losing orders because it takes too long for your products to come to the trade here from your factory. When your customers or jobbers need goods, especially these days, they want them "P. D. Q."

The salesmanager should see that he is protected by the Traffic Department that stocks are carried in Chicago for prompt distribution, and to avoid danger of losing a customer to his competitors by not having spot stock.

The Executive, who must approve the expenditures for such charges, must back his Salesmanager and Traffic Department. Then you will see orders coming in. Good judgment and harmony are the chief keynotes to S-U-C-C-E-S-S.

We are ready to plunge in and do our part. Let us hear from you.

**Western
Warehousing
Company**

331 West Polk Street, Chicago

"At the Edge of the Loop"

E. H. HAGEL, Superintendent

Bring These Experts —to Your Own Advertising Department



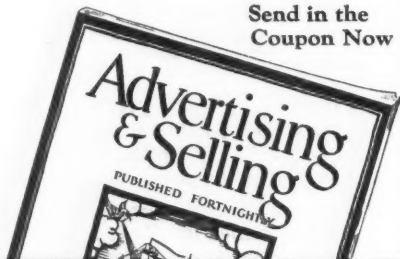
IF you had such men as the following in your advertising department, it would be hard to find any problem their combined counsel could not solve. Just picture them around your conference table:

Earnest Elmo Calkins, Robert R. Updegraff, Marsh K. Powers, Charles Austin Bates, Floyd W. Parsons, G. Lynn Sumner, Kenneth M. Goode and other nationally known executives.

Advertising and Selling will bring them to you every two weeks. It will tell you their actual experience with publications, copy, and new ideas and methods.

These men will give common-sense solutions to many of your own problems.

Send in the
Coupon Now



Advertising and Selling,
9 East 38th Street, New York City.

Please enter my subscription. You may bill me at \$3.00 a year (26 issues) after I have received the first issue.

Name _____

Address _____

City _____ State _____ 8-7

LITHOGRAPHED LETTERHEADS

Produced in Black Ink on
No. 1 20-LB. WHITE BOND

\$1.20 Per Thousand

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads.

Send for lithographed samples of companies whom we are serving.

100 M or over	\$1.20 per M	25 M lots	\$1.45 per M
50 M lots	1.25 per M	12½ M lots	1.70 per M
[Minimum quantity 12½M]			

Engravings made at actual labor cost

PEERLESS LITHOGRAPHING CO., Inc.
1718 No. Robey Street, Chicago, Ill.

TOYCO Promotion BALLOONS



Toyco Promotion Balloons have a powerful child appeal. Ask us how to hitch this force to your sales.
Business Idea Dep't.

The TOYCRAFT RUBBER CO.
ASHLAND, OHIO

Again Mr. Olds Speaks Up

(Continued from page 212)

train, and a new era in civilization was born.

Electricity and magnetism were playthings of man for generations—again our friend's "long experience." A few misguided scientists, among them our own Edison, introduced research and scientific study into the story, and again civilization leaps forward.

For untold ages men had watched the flight of birds, probably wondering why they could not fly and even dreaming that they could, but "long experience" kept them on the ground until the Wright Brothers, by research and study, lifted the human being into the air.

Imagination Plus Figures

I might multiply these by many others, and point out to our "long experience" advocate that we would still be getting our three meals a day with a stone ax, and traveling strictly on our bare feet, if we had applied nothing but "long experience" to our progress; had allowed the mystery which surrounded all of these things to remain a mystery, instead of using facts obtained from research and scientific study to lead us forward.

There is to my mind nothing so inexcusable as the attitude of impatience and intolerance which "long experience" frequently holds towards any effort to change the beaten path to which it has accustomed itself. No doubt advertising is finally dependent upon human response, but to state that research and statistics will never tell us anything about this human responsiveness is a very bold and, to my mind, utterly indefensible statement.

Far more difficult things than this have been accomplished, and will be accomplished, providing we still manage to produce a reasonable number of men whose minds refuse to stay in the grooves made for them by "long experience."

Imagination is a wonderful asset. It has its place beyond the shadow of a doubt, not only in advertising

but in the use of the same facts and figures which so irritate Cheltenham Bold. Imagination, however, unaided, produces nothing but dreams. Imagination properly aided and abetted by facts and figures produces human progress.

The one-sided man who bases his whole action on statistics and research would be equally as ineffective as the other one-sided man who discards these very necessary aids and leans entirely upon imagination.

The old type of salesman, with an accumulation of good stories, a hearty laugh and expansive manner, has given place to the salesman with facts and figures at his command, information for his customer, and reasons why his goods should be bought. The old type of salesman believed in "inspiration"; the new type gives more thought to "perspiration," and incidentally sells far more goods.

Mr. Olds' Last Stand

Cheltenham Bold tries to limit research workers to a slide-rule, arithmetic, a table of logarithms, a book of synonyms and Roget's Thesaurus. I refuse to limit them, as scientific research, whether it be in advertising or any other human activity, does not accept the restriction of the primary school books, even if the school of "long experience" does. I would unhesitatingly and unblushingly introduce calculus, astronomy, or any other branch of exact science, if in doing so I could shed one additional beam of light into the dark places in which "long experience" has erected the "no trespassing" signs.

In many respects I feel that Cheltenham Bold and I think alike. The one fundamental difference, as I sense it, is that he seems to draw a distinct line beyond which he does not think statistics and research work should be carried, whereas I feel that every encouragement should be given to research workers to carry their efforts throughout the whole fabric of advertising, without any qualification.

The Legal Aspects of "Free Deals"

(Continued from page 200)

instances the trade commission has condemned premium schemes which depend upon a lottery or chance for the distribution of the premiums, or which tend to deceive the public as to the value of the premiums or of the goods.

Advertising allowances and rebates have figured as an element in several cases, when used in combination with other practices which result in unreasonable restraints upon competitors, or the disparagement of competitors' goods.

What I am seeking to emphasize here, as throughout these articles, is the advisability of considering sales practices in their relations with all the other practices of the business as a whole, and not as standing alone. It is the circumstances surrounding the practice that swing the scale between legality and illegality, and the only effect that counts with the government or the courts is the effect of the combination of practices that constitute the business. It is not possible to isolate a single practice from all the rest, and plead that its results are harmless.

[Mr. Montague's next article will deal with the general subject of espionage and disparagement; including intimidation of competitors' customers and prospects.—THE EDITORS.]

Paint and Varnish Men to Meet at Chicago

The 1927 conferences of the paint and varnish advertising and sales managers will be held in Chicago, it is announced by R. E. Mercer, advertising manager of The Lowe Brothers Company, Dayton, and chairman of the Advertising Managers' Conferences, and Willard E. Maston, director of sales, Eagle-Picher Lead Company, Chicago, chairman of the Sales Managers' Council.

Both Mr. Mercer and Mr. Maston feel that Chicago is the logical place for the next conferences, as past conferences have been held in Buffalo, Cleveland, Detroit, Pittsburgh and Philadelphia.

Responsiveness

Responsiveness—this great asset of The Farm Journal, this consistent pulling power which circulation figures alone cannot explain—has been recognized by The Farm Journal's advertisers for half a century.

When you consider that 114 concerns have advertised continuously in The Farm Journal for more than twenty-two years, many of them for over thirty years, ten of them from forty to forty-eight years, and that 237 other advertisers have used its columns continuously from five to twenty years, you need not speculate about the *Responsiveness* of The Farm Journal.

This *Responsiveness* is a traceable,

tangible product of Readability, Reliability, Responsibility—the 3 R's of Journalism. It is a natural result of the confidence instilled in the minds of The Farm Journal's readers—a confidence shown not only toward The Farm Journal itself, but also toward those advertisers who use its columns continuously year after year.

The confidence of The Farm Journal's readers—engendered by 50 years' Readability, Reliability, Responsibility—has made The Farm Journal the *most responsive* of all national farm publications. Moreover, 75.5% of its 1,300,000 circulation is in the 1198 better-than-average agricultural counties.

A Half Century of Responsiveness

The Farm Journal

first in the farm field

PHILADELPHIA NEW YORK BOSTON ATLANTA CHICAGO SEATTLE SAN FRANCISCO LOS ANGELES

Encourage your office staff to write BETTER LETTERS

MANY TIMES letters are sent out over the signature of an officer of a company about which the official knows very little. These letters are carelessly written, invoke ill will, and may result in the loss of a valuable customer.

To demonstrate the mistakes many letter writers make and to show better ways of saying the same thing, the Dartnell "Better Letter Program" has been prepared. It consists of thirty bulletins and contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated company for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

The
DARTNELL CORPORATION
4660 RAVENSWOOD AVENUE :: CHICAGO, ILLINOIS

A. N. A. to Meet in East in November

The Association of National Advertisers will hold its next convention November 8 to 10 at some eastern city not yet decided upon, according to the recent announcement of Robert K. Leavitt, executive secretary of the association. William A. Hart, director of advertising, E. I. du Pont de Nemours & Company, of Wilmington, Delaware, is chairman of the program committee.

"New Tendencies in Marketing," will be the theme of the convention. "The newer tendencies in advertising, selling, market analysis and general distribution will be presented to show that advertising is neither a sacred business nor a cure-all for distribution ills, but a sound marketing method," states Mr. Hart.

98 Per Cent of Failures in Chicago Non-Advertisers

In a survey of business failures in the 100,000 group of American cities during 1926, reported in Trends and Indications, published by Dorrance, Sullivan & Company, New York advertising agency, the relation between advertising and prosperity was shown in concrete form.

Ninety-eight per cent of the failures in Chicago did not use newspaper advertising, while other large cities, with their percentages of non-advertising failures, are as follows: Baltimore, 88 per cent; Canton, Ohio, 80.5 per cent; Cincinnati, 91.9 per cent; Columbus, 85.5 per cent; Fort Worth, 87.5 per cent; Indianapolis, 75 per cent; Louisville, 75 per cent; Milwaukee, 84 per cent, and Newark, New Jersey, 89 per cent.

Ralph A. Turnquist, advertising manager of "The Milwaukee Journal," died July 26 in a hospital at Espanola, Ontario, Canada.

Many years of Mr. Turnquist's life were devoted to the newspaper advertising business. He had been with "The Journal" about ten years, the last six as advertising manager.

Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

SALES MANAGER—ESTABLISHED concern manufacturing centrifugal pumping machinery requires sales manager who can produce. Engineering training and experience in application of centrifugal pumps an essential. Give complete outline of training, experience, approximate salary requirements, etc., in first letter. Strictly confidential. Address Box 1182, Sales Management, 4660 Ravenswood Ave., Chicago.

SALES MANAGER WANTED: IN HOME office by established direct-selling shoe company doing half million dollars annually. Must have thorough knowledge of advertising, lay-out and copy work, also sales correspondence. Experience in shoe business helpful though not essential. Unusual opportunity for man with creative ability and original ideas. Salary and bonus. T. J. Bloomer Shoe Co., Alton, Ill.

ADVERTISING MANAGER WANTED—A prosperous radio manufacturing company with several years' record of continuous success and growth is looking for an advertising manager who has constructive ideas. One who has the viewpoint of advertising as a means of increasing sales. We prefer a man who has held a similar position with a manufacturing company rather than one who has had only agency or magazine experience. To the man qualifying we will offer a good job now with a future that is whatever he can make it. Box D, 27 Whittlessey Ave., East Orange, N. J.

EXECUTIVES WANTED

ADVERTISING MANAGER WANTED BY manufacturer located in Middle West and distributing nationally advertised products through hardware jobbing trade. Must be thoroughly experienced, preferably with training in sporting goods field. All replies held in strict confidence until after interview. Box 1180, Sales Management Magazine, 4660 Ravenswood Ave., Chicago.

SALESMEN WANTED

THE MANUFACTURERS OF THE EJECTOR cigarette case, the only nationally advertised case made, want side line representatives to cover the following sections: New England States, Pennsylvania, New Jersey, Delaware, Maryland, Virginia, West Virginia, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Louisiana, Tennessee, Kentucky, Montana, North Dakota, Wyoming, Idaho, New Mexico, Arizona, and Nevada. Prefer men covering wholesale tobacco, drug, general merchandise, jewelry and department stores. We want well seasoned men who know that "bringing home the bacon" means plugging, and plugging hard. Men who understand and practice this fundamental rule will find ejectors to be a profitable side line. Apply The Lyons Manufacturing Co., Mt. Carmel, New Haven, Conn.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

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